

# Cardinal Greenways: Analysis of the Venue and Event Possibilities

Presented to Angie Pool, CEO of Cardinal Greenways  
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In fulfillment of a request from Cardinal Greenways

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## EXECUTIVE SUMMARY

### Major Strategic Findings/Concerns/Challenges

1. **Culture Shift:** Cardinal Greenways has not yet made the organizational and cultural transition from an organization based upon shovel-ready projects to one that is based upon maintenance of its assets. It now has to think about maintenance and how maintenance funds will need to come from very different types of sources than the original building funds did. This means a shift of culture from getting big grants from major governmental agencies to creating community relationships that will lead to long-term financial stability.
2. **Not Just a Muncie Organization:** Although headquartered in Muncie, the organization has to be cognizant that it is not just an organization servicing the population of Muncie. This is a challenge and an opportunity, although it will require considerable creative thinking to harness the energy of multiple communities along the trail.
3. **Intergenerational Communication Issues:** The organization seems to be an organization of baby boomers communicating to baby boomers. While baby boomers may be substantial and influential, it is imperative to reach out to other generations who communicate differently, using social media and other communication styles than those who prevail in the organization. The need to appeal to younger people is critical but to appeal to the young, a different method of engagement is needed.

4. **Bike trails are not so emotionally appealing:** While many organizations are linked with social issues that have an emotional linkage that engages the public and makes them want to donate to the cause, the upkeep of bike trails does not share this characteristic. There should be the development of something linking the bike trails to something that corporate sponsors and individual donors will find important and worth supporting.
5. **Communities are free riders on the Cardinal Greenways investments:** while communities along the trails benefit from the trails, the organization does not directly benefit from the value that it gives communities, including real estate prices that it enables.
6. **Marketing is done in-house:** While it is laudable that the organization does so much with so few people, marketing seems to be lacking. While the online presence is decent, a more interactive and extensive use of media is needed.
7. **Nationally sanctioned events are needed:** While there has been an attempt to do this and while there have been some successes, events that are nationally sanctioned will attract attention from local governments and businesses that will allow for financial support to come from multiple directions, including local sponsorships, national sponsorships, and local government.
8. **Strategic thinking/planning is needed:** It seems that there is not an integrated plan for finances, marketing, human resources, and donor relations. This is likely a byproduct of the circumstances of the organization's big boost by Obama-era funds funneled to it to create a large bike path but without thinking of the type of

organization and organizational needs that would have to be developed following the infusion of large amounts of funds.

9. **Engagement of Ball State University is needed:** During meetings it became evident that Ball State University students were largely unaware of Cardinal Greenways' existence, although they had seen the trails and some had used them. Creating awareness of the assets of Cardinal Greenways among Ball State students should be something that the organization tries to do in a more systematic way than at present.

## **Recommendations**

1. **Sophisticated strategic planning is needed.** A plan of how to shift to a new paradigm of money sources, marketing approach, and community engagement is needed. The plan would deal first and foremost with how the organization will find its funding, who it targets as sources of funds, and what type of marketing approaches it will make. This is needed since the organization is no longer chasing big sources of funding from governmental sources, but will have to look at private and some local governmental sources for funding. A plan must be put into place, rather than operating upon a “fly by the pants” approach.
2. **Regional thinking is needed.** As this is not just an organization from Muncie, thinking about the regional and regional development is important. Regional thinking should enable the organization to create stakeholders in multiple towns and find funding from regional development funding schemes.
3. **Use universities/colleges along the trails as resources.** While the students at universities/colleges along the trail may be transient populations and may not have the funding to directly and immediately support Cardinal Greenways financially, their incorporation into the organization and assistance to the organization can be substantial. For example, Ball State University has many classes that engage in courses designed to help community partners, some departments could be instrumental in assisting in creating strategic or marketing plans or assist in other ways. There is a significant pool of students required to do internships of various sorts and volunteer hours mandated by sororities and fraternities and Cardinal Greenways could benefit from this as a form of inexpensive/free labor. A side-effect

of such cooperation can be increased awareness and usage of the trails which may not lead to direct and immediate benefits, although the expertise brought in by professionals at the university and student assistance could be substantial.

4. **Make the trails emotional.** While trails are inanimate objects and do not evoke immediate and strong emotional ties with people, some emotional links can be made. Equating the trails with health concerns, for example, will enable sponsorships and links with organizations concerned with health and will lead to an emotional association that will enable pathways to funding. If an emotional link with health issues (diabetes, heart conditions, obesity...) is developed with the trails, then significant sponsorships and support from hospitals or other health-care related organizations are possible.
5. **Engage the community, even when not necessary.** For example, it may be possible to engage in the community by asking Boy Scouts or sororities/fraternities to help clean up on the sides of the pathways. Getting them involved in the bike paths and creating momentum and relationships with Cardinal Greenways will lead to increased awareness and increased emotional links with the Greenways, even if their labor or assistance is not critical. These types of volunteer activities would create memories linked with the Greenways that would also translate into emotional ties with the bike paths and its organization in some circumstances and may lead to additional organizations using the pathways for unique purposes.
6. **Look for multiple revenue streams.** While there may be occasional grants and sponsorships from private organizations, there are opportunities for different and novel sources of funding. These sources include:



- a. **Impact fees:** Cardinal Greenways may be able to benefit financially from the sale of real estate adjacent to its trails, as the trails increase the value of the property. This could be true of commercial and residential properties. This converts the land owners and businesses along the bike paths from free riders on the investments of Cardinal Greenways into financial assets. Legal and accounting advice should be used to see if this is possible. While it may prove to be difficult to accomplish, it could be a sustainable and substantial source of income for the organization as real estate changes hands from time to time.
- b. **Regional development funds:** This is one category of funds that may be available, as it is not specific to one town/county but still enriches several towns/counties.
- c. **Bikes for rent:** While the Depot may still have bikes that are free to use for people who come to the Depot, it may be possible to engage in a bike sharing scheme in which bikes can be rented using a credit card in towns along the route. These automatic kiosks would be a financial benefit for the organization and is consistent with the organization, as people visiting in a town on the route could rent a bike and be supplied with a map to help them navigate their way to the pathway of the Cardinal Greenway. This sort of bike sharing scheme which has been done in many places will serve as a revenue source and raise awareness of biking and the trails in general. Advertisements on the bikes may also defray additional expenses or result in more revenues.

- d. **Nationally-sanctioned may mean money:** While having nationally-sanctioned events may not benefit Cardinal Greenways directly, it could be an indirect source of funding. The idea is that when hotels are filled up because of a nationally-sanctioned event, Cardinal Greenways could argue that it is due some of the taxes gained by the visitors bureaus. If the boost in hotel sales is substantial, Cardinal Greenways can argue for them or threaten to discontinue having the nationally-sanctioned event.
- e. **Use sponsors for everything possible.** While sponsors are not able to pay for everything immediately, there may be opportunities to have sponsorships pay for things that you had not yet imagined. For example, while organizations sponsor parts of highways, it may be possible for small scale sponsorships to sponsor a few miles of trails, with signs that would indicate who the sponsor is. Sponsors should pay for the paint on a repainting job at the Depot. Sponsors get their names out in public at a good price and Cardinal Greenways gets some financial benefits, even if it is not much.
- f. **Rent out the Depot for small scale events.** While it is small and is very limited, selling the space and renting it out for small scale events may bring in some revenue, although it seems to be unlikely that the revenues would be substantial. This should be considered a possibility although it may be more trouble than it is worth for financial gain, as the facilities are small and have limited capacity, despite their historic appeal.

## Event-Related Recommendations

1. **Make experiences and not events.** While there is a great deal of stress on the importance of events and the impact of events, one critical aspect is to make sure that events lead to experiences that create an emotional relationship with the Cardinal Greenways. Events can be either things that happen or things that create an emotional resonance, the events that Cardinal Greenways should create should lead to an emotional attachment with the Cardinal Greenways. This approach will help attract a new generation of users, ensure their loyalty, and develop them into people who help to fund Cardinal Greenways.
2. **Use celebrity to your advantage.** While the areas adjacent to the Cardinal Greenways are not Hollywood, there are locals who are known and who can motivate people to come to events. For example, using the celebrity of Mayor Tyler or Garfield illustrator Jim Davis to draw people to events around themes that would highlight them would lead to a greater likelihood of an event's success. People want to be where celebrities are, even when they are local ones. This is an energy that can help fuel events and increase participation in events.
3. **Tie in usage of the trails to another type of event.** Having two-tier events would help to create awareness of the trail and lead to something that keeps people stationary. The concept that Dennis Ashley conceived of at the meeting in the Depot (Mayor Tyler's Bike and Ball) would have people biking with Mayor Tyler and then attending a ball that would raise money on the same day (more on

that below). The idea is to integrate the trail into another non-sports event that would raise money.

4. **Not all events need to raise money.** As is current practice, not all events are about making money. That is OK and well, as it should not appear to participants that they are being asked to invest money into Cardinal Greenways at each and every moment.
5. **A portfolio of events is needed.** There should be a strategic approach to events developed in which there are different typologies of events getting a somewhat different demographic and for a different purpose. Small-scale and lightly attended events such as a seminar on how to care for bicycles by a volunteer at Kirk's for example, would not raise revenue, although it could help the bike shop's business and introduce a handful of new users to the Depot and the trails. A bigger event aimed at raising awareness and money would be something more substantial, such as the mayor's bike and ball. An approach to different events for different types of people and for different purposes will enable a multi-pronged approach towards events for the organization, rather than a one-size fits all approach.
6. **The key asset is the trail.** Each event should stress that the real asset of the organization is the trail, enabling people to use the trail. So, even if there is a music festival outside the depot, there should be entertainment and activities to encourage the use of the trails.
7. **Think of novel uses of the trail.** While the trail is obviously made for bikes, there may be obscure sports or other uses that may use the surfaces of the trails

but not for serious biking. For example, rollerblading or roller skates can be used on the same surface as bikes. It may be possible to create or invent competitions that will attract attention to the trails because they are a novelty.

## **Introduction**

The purpose of this study is to inform the Cardinal Greenways advice and suggestions to make their not-for-profit organization serve the communities it serves better by putting it into a financially positive trajectory that is sustainable. One key component to this is the uncovering of events that could increase the usage of the trails of the organization and lead to the development of a strong community relationship that will lead to long-term financial and other support, enabling Cardinal Greenways to operate in ways that are financially viable and thus benefit the communities it serves for the foreseeable future.

## ***Background and Methods***

In the Spring of 2016, Craig Webster became intrigued with Cardinal Greenways and what it offers the communities it serves. The small organization, based in a small 1901 train depot, owns and operates many miles of bike paths that benefit the communities along the paths. The communities that are served by the trail range from Richmond to Marion.

Dr. Craig Webster applied for a mini grant from the Dean's Office of CAST at Ball State University to enable a class to undertake a full project to research the event possibilities for Cardinal Greenways. To this end, the project was incorporated into the Spring Semester 2017 class FCFN 477 Events Management taught by Dr. Craig Webster. The students in the Spring 2017 class took part in many different aspects of this project.

The components of the class project included:

- a meeting with Cardinal Greenway's CEO Angie Poole to explain the mission, history, and challenges faced by her organization
- a discussion at Cardinal Greenway's Depot to discuss Cardinal Greenways and the possibilities of the organization, especially with regards to events with three events professionals who could reflect upon the Depot as a venue and the trails as vehicles for events
- desk research of opportunities for similar venues and events appropriate to the venue
- development of written proposals for Angie Pool's consideration
- development and presentation of a proposal to Angie Pool.

The intention of the research was to use desk research and the insight of event professionals to assist students to give insight and creative ideas to assist the Cardinal Greenways in their mission.

## ***The Team***

The grant was turned into an “Immersive Learning” opportunity with Ball State University as the majority of the classwork in FCFN 477 Event Management. The class was led by Dr. Craig Webster, with assistance from his Graduate Assistant, Jessica Gundlach.

The **students** involved in the class included;

Dean Bafaloukos, Kaylee Clark, Lincoln Clauss, Branden Crutcher, Mary Dyrek, Kaitlyn Ewing, Haili Fort, Bailey Hill, Renee Jiles, Makayla Keith, Alexandra Kennedy, Mariah Ledbetter, Bailey Loughlin, Nick Lowe, Maddie Malatestinic, Morgan Marshaus, Paige Martin, Caitlin Matchett, Madeline May, Luba Mccutchan, Olivia Mishler, Kacie Morgan, Morgan Nadaline, Lexi Nelson, Maddy Newman, Marissa Orr, Allie Paschen, Casey Picillo, Ashley Pickett, Morgan Powell, Steven Prosser, Kyle Reece, Andrea Richter, Kylie Robertson, Stephanie Soloman, Conner Tribby, Ivory West, Alle Wilsey, and Shannon Woodworth.

The experts consulted with for the project were;

Dennis Ashley, Amanda Kavars, and Angel Tuttle.



**Some of the Students: February 7, 2017 at the Depot of Cardinal Greenways**



In attendance: Kaylee Clark, Kaitlyn Ewing, Haili Fort, Bailey Hill, Renee Jiles, Alex Kennedy, Paige Martin, Madeline May, Olivia Mischler, Kacie Morgan, Lexi Nelson, Ivory West, and Shannon Woodworth.

**The Experts: February 7, 2017 at the Depot of Cardinal Greenways**



From left to right: Angel Tuttle, Amanda Kavars, and Dennis Ashley

## **Biographies of the Experts**

### ***Dennis Ashley***

Dennis Ashley is President & CEO of the Madison County Chamber of Commerce. He has worked in the events industry for years and has worked on a plethora of different events, including high-profile events that were televised nationally. His years of experience working in the industry on small scale events such as weddings and larger-scale events that are nationally televised gives him a broad range of skills and knowledge about the events industry and the management of events.

### ***Amanda Kavars***

Amanda Kavars is currently the Event and Communications Coordinator for the College of Sciences and Humanities at Ball State University. She received her degree in Travel and Tourism from St. Cloud State University in 2002. A college internship led to her first job in the industry at the Millennium Hotel in downtown Minneapolis. As the Sales Office Coordinator, and then as a Sales Assistant, she focused on small groups and the entertainment market. Her event planning experience also includes 9 years as the Sales and Events Manager at Minnetrista where she oversaw the coordination and planning of weddings, Minnetrista's signature events, Farmers Market, and catering operations. In her free time, Amanda enjoys perfecting her culinary skills, scrapbooking her family's adventures, and traveling! Recently she and her family have been collecting stamps in their passports while visiting Iceland, Ireland, Northern Ireland, and Canada. She is excitedly planning their next journey to Scotland.

### ***Angel Tuttle***

Angel Tuttle is a 2015 Ball State graduate who majored in Hospitality & Food Management with a minor in Foundations of Management. She completed her internship at Cornerstone Center for the Arts in downtown Muncie where she quickly moved up the ranks to become the Event Coordinator. In her position, she helped coordinate over 150 events in 2016, ranging from wedding ceremonies and receptions to business meetings and fundraising banquets. In addition, she also took part in helping to plan several internal fundraising events at Cornerstone, such as A Taste of Muncie, the Wedding Showcase, the Rocky Horror Picture Show and the All Hallows Eve Bash. She also has past experience in the restaurant industry. She is the Archives Chair for Muncie Young Professionals and aids the steering committee in organizing professional development and social events for the group and its members. In her free time, she enjoys spending time with her husband, family and friends. Her favorite part of working in the event industry is working with diverse clients and groups to make their visions for an event come to life.

## **Team Proposals by Student Groups**



# CARDINAL GREENWAYS PROPOSAL AND MARKETING PLAN

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AN EVENT PROPOSAL TO INCREASE DONATIONS FOR THE PURPOSE  
OF MAINTAINING CARDINAL GREENWAYS  
[FEBRUARY 9, 2017- APRIL 30, 2017]



Prepared by:  
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Revised February 2017

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# Executive Summary

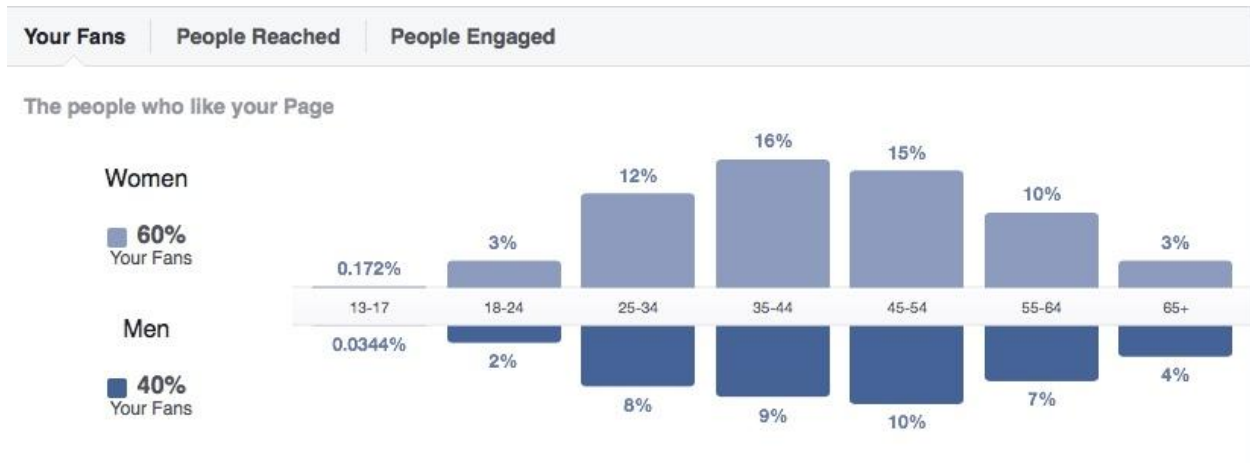
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Cardinal Greenways is a non-profit organization devoted to providing communities across Central Indiana with 62 miles of trail for the purpose of engaging the local community in being active. Cardinal Greenways is Indiana's longest span of recreational trail. The trail stretches through East Central Indiana from Marion to Richmond with the main depot located in Muncie, Indiana. Cardinal Greenway offers many recreational opportunities to Muncie residents and are significant assets to the community. The Greenway draws visitors and residents from across the region creating a unique opportunity for economic development catering to these users of the trail needs (Cardinal Greenways, 2017).

The Cardinal Greenways offer education, wellness programs, environmental awareness, and recreation for a wide range of audiences. The depot provides free bike rental, a small library, gift shop, offices, and a petite meeting area (Cardinal Greenways, 2017). Through our marketing proposal, we have a plan to help raise donations by increasing the number of users, visits, and returning users. Each section of this proposal is broken down into marketing goals and objectives, environmental analysis, competition analysis, and a detailed strategy proposal for an event that Cardinal Greenways can implement and profit.

# Environmental Analysis

## Demographics



Cardinal Greenways is available for use by anyone in the Central Indiana area. Trail use is most easily available to residents of Wayne, Grant, and Delaware Counties. According to social media insights, 60% of women between the ages 35-54 utilize the trail while 40% of men between the ages of 45-54 utilize the trail. Out of a social media population of 2,879 people, 725 are from Muncie, IN, 271 are from Richmond, and 186 are from Indianapolis. 2,816 are from the United States of America.

Muncie, Indiana is a metropolitan area found in Delaware county. 97.9% of the residents are Caucasian, 6.9% are reported as African American, and only 1.8% are Hispanic (of any race). The average population is 116,852, while 46,239 have a household, with an unemployment rate of 5.7% and 22.2% poverty rate. The median household income is \$39,449. As far as education, 88% of adults 25 and older have a high school diploma while only 23.3% have a college degree (Muncie-Delaware County Indiana, 2017).

Angie has mentioned her desire to attract Ball State collegiate students. This demographic ranges from different ages, majors, and locations. Ball State University enrolls about 21,000. Out of 13% of on-campus enrollment is 12% are ethnic minorities while 675 are international students. Ball State has about 190 majors with 130 areas of minor study for four, three, and two-year degree programs. The age range is 18-25+ from across the United States and international countries (Ball State University Fact Book, 2017).

## *Competition*

The biggest competition that Cardinal Greenways faces is the competition for donors' dollars. For example, there are many local non-for-profit organizations that have heart string that attracts donations. Competing for these dollars can be difficult without a heart string or a development of a heart string. Some of these include but are not limited to: Muncie Animal Shelter, Animal Rescue Foundation, Boy's and Girl's Club, and Muncie Mission.

Another issue is the competition for millennials attention in the Ball State University. This competition lies with the Ball State Recreation Center, Rock Wall, BSU Fit, Ball Gym, and Outdoor Pursuits, Christy Woods, Student Center activities. These are some examples of physical activity outlets that Ball State offers on campus. Off campus recreational activities include but are not limited to: bowling alleys, skating rinks, 5k walk or runs, animal shelter visits.

# Marketing Goals & Objectives

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**“One trail... Actively connecting our communities.”**

<b>STRENGTHS</b> Engaged target marketing (women 35+) Strong social media presence Longest recreational trail in Indiana	<b>WEAKNESSES</b> Low brand presence of Ball State Students 62 miles of trail to upkeep Small depot and meeting space Low donation dollars
<b>OPPORTUNITIES</b> Ball State student engagement participation Social media advertisement Partnerships and sponsorships Encourage community involvement	<b>THREATS</b> Muncie non-for-profits Weather damage Low attendance Construction

## **Our achievable goals: (SMART Objectives)**

- Increase donor dollars by \$1,000 through fundraising and go-fund-me by May 2017
- Generate at least 100 unique visits by May 2017 by cross promotion on social media
- Increase frequency of current users by 10% by offering engaging events and fundraising by May 2017
- Build a connection at Ball State to the Greenway by social media and welcome center engagement by May 2017
- Find purpose or heartstring cause to attract users by March and launch with an event by May 2017

## **Strengths:**

- Strong and engaged target market: Women and men ages 35+ are strongly engaged with the Greenway
- Strong social media presence: the Facebook page has 2,913 likes, constantly posting
- Longest recreational trail in Indiana

## **Weaknesses:**

- Low brand presence of Ball State Students
- 62 miles of trail to upkeep
- Small depot and meeting space
- Low donation dollars

## **Opportunities:**

- Ball State Student Engagement: Encourage participation in events and volunteer work.
- Social Media Engagement
- Partnerships and Sponsorships
- Encourage Community Involvement

**Threats:**

- Donation dollars to Muncie non-for-profits such as the Muncie Animal Shelter, Riley, or various hospitals
- Weather: Could cause people to get sick in addition to causing damage to the trail and the bikes.
- Low Attendance: Could cause the event to be unsuccessful and prevent the likelihood of the event happening again in the future
- Damage/ construction of Greenway: Can prevent the path for the race to be interrupted

# Event Proposal

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## Event Details

**Event Name:** Peace, Love, and Trails

**Event Description:** This event is to bring the Muncie and Ball State community together to bring awareness and importance of physical and mental health. There will be a bike, run, and walk race as well as various sponsored booths that teach stress management and physical fitness and exercises.

**Organizers:** Kaylee Clark, Madeline May, Branden Crutcher, Morgan Marshaus, and Dean Bafaloukos

**Date/Time:** Saturday April 22nd, 2017 | Duration: 10am- 2pm

**Registration Fees:** \$10 for all races, include T-shirt

**General Admission:** \$5 + any activities

**Booth Charges:** \$30 + Logo on T-Shirt and Flyers

**Venue:** Cardinal Greenways 700 E Wysor St, Muncie, IN 47305

**Sponsor Examples:** Ball State Rec Center, Cardinal Greenway, Ball Memorial, IU Health, Meridian Health, Active Minds, Radio Stations, Jimmy John's, Art Mart, Pottery Places, Village Green Records, Health Food Store, GNC, TBD.

## Scope of Work and Responsibilities

- **Promotional, publicity, and marketing:** Use of social media (Facebook and Instagram) and creative flyers in Muncie community, and Ball State campus
- **Invitation to Booth Participants:** University and campus, government linked bodies and organizations, and so on
- **Mini Events:** Yoga sessions, music stations, live music, canvas painting activities, finger foods
- **Set up and Design:** Development of concept and theme, flow of events, and logistics
- **Schedule:** itinerary for guests to navigate Greenway and activities

# Cost Analysis

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## Estimated Budget

- T-Shirts \$350 Quantity 40 shirts with corresponding sponsors on shirt
- Water Bottles \$100 will be given to contestants and participants
- Facilities \$55 electricity, water, sound systems
- Staff: Volunteers (free of charge, college students, Muncie community)
- Misc. Supplies: \$50 (table cloths, hand sanitizer, donation buckets)
- Marketing Flyers \$50 printed and posted across Muncie, BSU, and depot
- Social Media Ads: Free
- Swag/ Merchandise / Giveaways- \$100 +donations – prize baskets for winners of races

## Estimated Profits

- Participants: 20+ @ \$10 each= \$200
- Sponsors: \$1,000
- Food Sponsors: \$500
- Booths 5 @ \$30 = \$150
- General Admission= 30+ x \$5 = \$150

## Estimations

- Estimated Total Expenses: \$700
- Estimated Total Profits: \$2,000
- Estimated Total Revenue: \$1,300

# Marketing Promotions and Creatives

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FRONT



BACK



FRONT

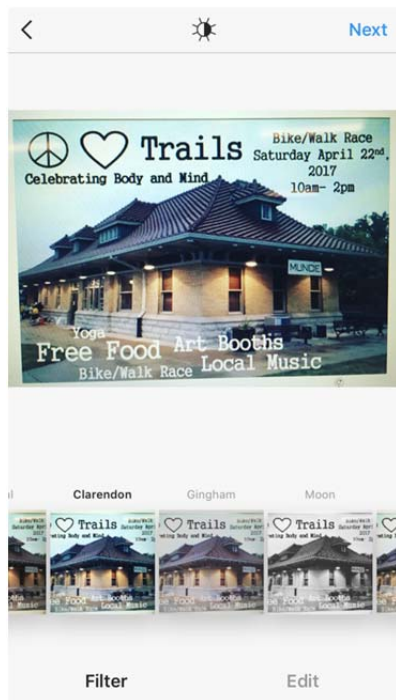


BACK





## FLYER EXAMPLES



## INSTAGRAM EXAMPLE



## SMALL FLYERS TO ATTACH TO BIKES

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# Heart & Sole Walk

Group proposal

Created by: Haili Fort, Kyle Reece, Makayla Keith, Marissa Orr, Casey Picillo

Created for: Cardinal Greenway



BALL STATE  
UNIVERSITY®

# **Heart and Sole Walk**

## Our Description

We are a group of Ball State University students, taking an advanced event management course. Our team is made up of five students with varying degrees of experience in events. Casey Picillo has volunteered at the Yorktown Farmer's Market, helping to promote and attract community members. Haili Fort has had experience working as an event coordinator, helping prepare for weddings and golf outings. Marissa Orr worked at The Indianapolis Motor Speedway as a College Ambassador. Makayla Keith has worked at a Country Club assisting with weddings and other events. Kyle Reece is currently a manager for Sylvan Cellar's Tasting Room and Event Center. Our goal is to provide the Cardinal Greenways with an event proposal to attract more people to their trails. We will provide a thorough description of the event, including logistical items such as price, promotion, and execution. Our mission is to provide the Cardinal Greenways with the event it needs to get more people out on the trails.

## Introduction

The Heart and Sole Walk will gather the community together in an effort to raise awareness and money for heart disease while encouraging use of the Cardinal Greenway trails. All members of the Muncie, Yorktown, Richmond, and surrounding communities will be encouraged to sign up. The 3-mile round trip walk will begin at 11:15 a.m., starting at the historic Wysor Street Depot. After walking 1.5 miles to the checkpoint on the Cardinal Greenway, participants will turn around and make their way back to the depot. Along the way, there will be facts and statistics regarding heart disease to educate participants.

Once the participants return, food, games, and a live DJ will be waiting at the depot to reward them for their participation. Panera Bread can donate and cater the food. Lawn games, like corn hole, can be donated or rented from Ball State's Outdoor Pursuits office. Participants will have a chance to perform in a talent show, and the audience can vote on their favorite acts by giving money to the act they liked most. The proceeds will be donated to the Heart Disease Foundation. Those who wish to perform in the talent show may sign up in advance online, and can plan their performance and bring necessary equipment. All ages are welcome to participate.

## Mission & Vision Statement

Heart & Sole's Vision is to provide people with knowledge about Heart Disease and raise awareness for using Cardinal Greenways. Heart & Sole's Mission Statement is to help the community become aware of Heart Disease while raising money and using the Cardinal Greenways. We want to start saving lives while encouraging people to be active with the resources provided for us!

## Marketing

As for the marketing and promotion segment for our event, we want to reach out to a wide variety of people. To reach our target market we are going to provide posters around Ball State and the hospital to get people's attention regarding the Heart & Sole walk. In addition, we will post on all social media platforms to get attention for our event. Specifically, we will create an event page on Facebook that people can like, share, and RSVP to. A link will be provided on the Facebook page to officially sign up and register for the walk for convenience. Facebook is a major marketing tool used for events, and it is useful to see an estimate of how many people are attending or thinking about attending. Using this technology is very important, as Facebook can link the event date and time into potential attendees' calendars, setting up a notification setting that will make sure those who wish to go remember when it is.

Volunteers can be recruited through Ball State University. Sororities and fraternities, as well as many classes, require a certain amount of volunteer service hours. To make the most of this, it is essential that the event takes place when students are still on campus. The best dates to ensure good weather and an optimal number of students on campus would be the last weekend in April. Saturday, April 29 would work best, as many members of the community attend church on Sunday morning. Recruiting volunteers can be done through Ball State. Emailing professors and presidents of Greek organizations with event and contact information with enough time in advance will likely ensure enough volunteers to help with the walk. Asking the public to volunteer is another good idea, and can be done through providing a link in the Facebook page or advertising it on the website.

## Finance/Budgeting

Because this is a non-profit organization, we are trying to raise money by collecting donations and partnering with Ball Memorial hospital and Panera Bread.

## Expenses

Catering	T-Shirts	DJ	Games	Marketing
\$0	\$400	\$150	\$21	\$50

## Sponsorships

- Hospital Platinum Sponsor of \$1000 and donating water
- Panera Bread will donate bagels, bread, and pastries leftover from previous night
- Local business donations adding up to \$1200

## **Budget - \$700**

## Costs

- T-shirt expenses will be \$400
- Marketing plan is \$50 including flyers, social media, and a geotag at \$5 per filter created to cover a 20,000 foot area around the Depot
- DJ expenses at \$150
- Game rental - Each cornhole set can be rented from Ball State Outdoor Pursuits for \$7 per day

## Revenue Generated

50 event attendees would range between \$300-\$500 with a \$5 admission fee for children and \$10 admission fee for adults. Talent show donations will show \$250 if every attendee spends an average of \$5. At the end of the event we would expect to have generated roughly \$2,500 with expenses taken out.

## Entertainment

We want to provide family friendly entertainment to wow the attendees and provide a fun and warming atmosphere for all to enjoy. Several events nationwide hold entertainment at their events in some way to raise money for the cause of the event, in our case, heart disease and supporting our local Cardinal Greenways. Our Heart & Sole Walk will be hosting a talent show for attendees to showcase their own special talents. Talent shows have been known to raise several thousands of dollars for several different causes around the world. There is no age limit for our talent show, but all acts must be family friendly.

How does it all work? First off, sign-ups are needed in order to figure the number of acts that will be performing. Each performance will be given a bucket with their name on it, which will be used for donations throughout the event. Each bucket will have a volunteer walking around collecting blind donations. The attendees will then put money in the buckets supporting the act they believe will win or any other reason you can come up with in order to support the cause. All in all, the donations all go to the same great cause and will be very much appreciated. The performance with the most money at the end of the event will be provided a first place prize. We will be providing a stage to perform along with a DJ to bring the music to go along with any acts performed. Chairs will also be provided for attendees watching the talent show. Equipment brought in by participants will need to be checked prior to the event.

### Permits Required

- Food handling permit
- Liability insurance

### Benchmarking

Many walks and walk-a-thons take place around the country every year. It is important to compare our walk with others to ensure a successful event.

The average walk-a-thon registration rate is \$15 per person. While it is possible to increase our registration fee after a few years of hosting the event, it is very important to keep the price relatively small when starting out. We want to attract as many people as possible, and \$10 for adults and \$5 for kids are reasonable prices that not many would find too expensive. Plus, knowing the money is going to the preservation and upkeep of the trails may make people more inclined to pay the small fee, which would increase overall awareness of the trails. Again, if the event continues to happen annually and more and more people sign up, it is possible to slightly raise the price as demand to participate increases as well.

When comparing marketing strategies of other walk-a-thons, including the Walk for a Cure event that takes place across the country to raise money for breast cancer research, social media is most definitely the route to take when promoting. Although posters and radio advertisements do help spread the word and shouldn't be overlooked, social media is the driving force behind getting people to sign up. Creating a Facebook event that people can like, share, and RSVP to is the most efficient way to get the word out, according to many people who have hosted walks like ours in the past. In addition, our geotag on Snapchat that will allow participants to use a specially-designed filter throughout the event will increase awareness of the event and result in more people signing up in the future.

During the event, many who've hosted charity walks in the nature of ours agree that live entertainment and food are key aspects to drawing crowds. Without these features, it is unlikely to attract families, students, and other people who are looking for a memorable experience.

Overall, when comparing our walks to the thousands of other charity walks that take place around the world, we are in a good position to have a successful event.

## Entertainment

After the participants have completed the 3 mile walk, when they return there will be a DJ playing fun upbeat music to make the walkers feel a sense of accomplishment. We will also have an area designated to corn hole for those who wish to play. The biggest form of entertainment we have is the talent show. We want this to be a unique and fun way for the walkers to get more involved and show some true talent. Prior to the event we will have a link provided on the flyer that allows people to sign up for the talent show ahead of time.

## Facts about Heart Disease:

- About 610,000 people die from Heart Disease every year in the United States. That's one in every four deaths.
- Heart Disease is the leading cause of death for both men and women.
- Coronary Heart Disease is the most common form, killing 370,000 people annually.
- Every year, around 375,000 people have a heart attack.
- Heart Disease Warning Signs are: Chest Pain, upper body pain, shortness of breath, nausea, cold sweats.
- Risk Factors are: High blood pressure, high cholesterol, and smoking.
- Half of Americans have at least one of the risk factors for Heart Disease.
- Some other lifestyle choices that could cause Heart Disease are: obesity, excessive drinking, poor diet, physical inactivity.
- Celebrities who suffer from heart disease include Dick Cheney, Larry King, Bill Clinton, David Letterman, Elizabeth Taylor, Toni Braxton, and Barbara Walters.



### SWOT Analysis: For Cardinal Greenway

	Strengths	Weakness
<b>Internal</b>	<ul style="list-style-type: none"><li>-Location – near ball state, near ball memorial hospital</li><li>-Have hosted walk events before</li><li>-It could help raise money for Heart Disease while educating the community about the disease and Cardinal Greenways.</li></ul>	<ul style="list-style-type: none"><li>-Lack of funding</li><li>-Lack of awareness of trails and events at the depot.</li></ul>
	Opportunities	Threats
<b>External</b>	<ul style="list-style-type: none"><li>-This could lead to an annual walk that keeps attracting more people and becomes even more successful.</li></ul>	<ul style="list-style-type: none"><li>-The weather outcome could be a threat for us if it is bad on the day we have the event.</li></ul>

### Survey

This survey will be conducted after the event. When participants sign in they will be asked for their email address. This will allow us to send them an email about their experience and collect information for future events. The survey will consist of nine questions. These include...

1. Please select. Female Male Other
2. Did you come with children? Yes No
3. Would you come to this event again? Yes No
4. Did you enjoy the entertainment? Yes No
5. What can we improve to make this event better?
6. Did you think the admission price was reasonable? Yes No
7. What was your favorite part of this experience and why?
8. What was your least favorite part about today's event?
9. Was this event an educational experience for you? Yes No
- 10.

### T-shirt Design:



### Snapchat Geotag:



### Agenda

<u>9:00am – 10:25</u>	<u>Set up</u> Crew sets up: tables, games, and information along the trails while DJ is setting up equipment for after the walk. _____	<u>Outside Depot</u>
<u>10:30 – 11:00</u>	<u>Sign in and pay at admission booth</u> Attendees pay for admission & get T-shirt	<u>Inside Depot</u>
<u>11:15 – 12:45</u>	<u>Start walk!</u> Participants will begin the 3 mile walk	<u>Trail</u>
<u>11:30am</u>	<u>Set up Panera table for walkers</u> Panera food will arrive and crew will set up a table displaying treats for after the walk.	<u>Outside Depot</u>
<u>1:00pm</u>	<u>Preparation for talent show</u> Participants will now get ready for the talent show and have time to practice talent.	<u>Outside Depot</u>
<u>1:30pm</u>	<u>Talent show begins</u> At this time, all talent show members will perform	<u>Outside Depot</u>
<u>2:00pm</u>	<u>Results of Talent show</u> Winner of the talent show will be announced and money will go to Heart Association	<u>Outside Depot</u>
<u>2:30</u>	<u>Clean up</u> At this time, clean up crew will tear down the event	



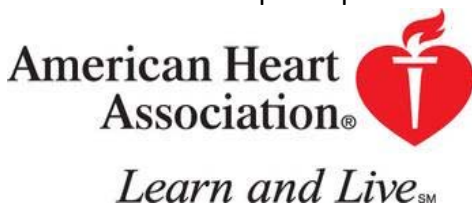
**When: Saturday April 29<sup>th</sup>**

**Where: 700 E Wysor St. Muncie, IN 47305**

**What Time: 10:30am – 2:00pm**

### What is the Heart & Sole Walk?

The Heart and Sole Walk is an event held to bring the community together in an effort to raise awareness and money for heart disease while encouraging use of the Cardinal Greenway trails. All members of the Muncie, Yorktown, Richmond, and surrounding communities will be encouraged to sign up. The 3-mile round trip walk will embark at 11:15, starting at the historic Wysor Street Depot. After walking 1.5 miles to the checkpoint on the Cardinal Greenway, participants will turn around and make their way back to the depot. Along the way, there will be facts and statistics regarding heart disease to educate participants.



**COME HELP US  
SUPPORT THE  
HEARTS!**

**WALK WITH A  
PURPOSE!**

**PARTICIPATE IN  
OUR TALENT  
SHOW!**

**THERE WILL BE  
GAMES, FOOD,  
AND FUN!**

**ALL PROFITS GO  
TO AMERICAN  
HEART  
ASSOCIATION &  
CARDINAL  
GREENWAY!**

Heart & Sole  
Haili Fort, Makayla  
Keith, Kyle Reece,  
Marissa Orr, Casey  
Picillo

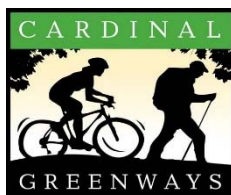


# CARDINAL GREENWAYS' CHALK WALK



PROPOSAL BY:

ALEXANDRA KENNEDY, ALEXIA NELSON, BAILEY HILL, AND RENEE JILES



BALL STATE  
UNIVERSITY

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## **Executive Summary**

We are proposing an awareness event called, The Cardinal Greenway Chalk Walk. This event will unite the cities of Marion, Muncie, and Richmond, which are the main cities along the trail. The event will take place in mid-June or July, for three consecutive days. The first two days, Friday and Saturday, will be for the participants to work on their art on the trail, and Sunday will be for the community to attend the chalk walk. There will be a popularity vote chosen by the community from each town, and between the three winners there will be an overall winner of the event. The attendees of the Chalk Walk will vote on Sunday to choose a winner from each location. Each winner will then have their picture posted on the website for communities' members to vote through the form of an online poll. Prizes will be given to the winners in hope to continue this event annually by offering them cash prizes along with specified free admittance stated in the proposal below. To finance this event, there will be an opportunity for sponsorships from the local businesses and the sales from the purchased squares and voting tickets. The Cardinal Greenway Chalk Walk will be advertised by the students from Ball State, who would volunteer their time to gain field experience. Social media and advertisement will improve the Cardinal Greenways' business and marketing strategies. This will give Cardinal Greenways the needed social media expansion to reach a larger audience.

## **Description of Event**

The Cardinal Greenway Chalk Walk is an event that aim to help provide awareness about the Cardinal Greenway to the Muncie, Marion, and Richmond communities. A chalk walk is an event that allows people from the community the opportunity to participate in an annual event located on the Cardinal Greenway. Participants will be using pastels along the trail and are free to draw whatever they please, if it is appropriate. Participants in the Chalk Walk can be local citizens or a promotion opportunity for companies in surrounding areas. Each city will have one winner of who then will be awarded a prize from sponsored donations. Out of the top three participants, an overall winner will be chosen via a poll on Cardinal Greenway's website. Suggested time of year for the Chalk Walk would be mid-summer, taking place on from Friday afternoon until Sunday evening. Voting for overall winner, would have from Sunday evening after top three voting is finished, to the following Friday at 5 p.m.

## **Details of Event**

For the Chalk Walk, participants will purchase a square, size ranging from: 2'x2' and 4'x4', depending on the amount of space needed for the artist. Multiple squares may be purchased by one participant. Prices will vary for early and day-of registration. Squares must be purchased before 1 p.m. on the Friday of the event. Artists are welcome to bring own supplies; However, we will also provide a limited amount of supplies for participating artists. There will be chalk provided for free for kids to use on a section of the trail. The kids section will be 4'x8'. The overall winner will receive a framed picture of their drawing and a framed picture placed in the Muncie depot. They will also receive a cash prize, along with free 4'x4' square for the following year. Second place will receive a \$25 art gift card, provided by sponsor, and a 2'x2' square for the following year. Third place will receive a \$15 art gift card, provided by sponsor.

## **Registration**

Registration for the Chalk Walk will open one month prior to the event date. There are pros when registering early and claiming your spot such as: for a 2'x2' the price is \$6 and a 4'x4' is \$10. After early registration closes the prices will rise just a couple of dollars: \$8 dollars for the 2'x2' squares and \$12 dollars for the 4'x4' squares. Once the squares are purchased there will be no refunds allowed. During this three-day event, part of the trail will need to be blocked off due to the artists needing the space without disruption of walkers, joggers, bicyclist, and/or rollerblades. There will be parts of the trail blocked off for the amount of length needed for the event in each city. Other parts of the trail will to be available for those who are not participating in this event.



## **Voting**

### *Community Winner*

The Muncie, Marion, and Richmond communities will vote for their favorite artwork on the trail via tickets sold at 1 ticket for \$1, 6 tickets for \$5 and 20 tickets for \$10. Each artist's square will be numbered on the trail with a poll box for community participants to vote on Sunday. Community participants can arrive on the trail starting at 9a.m., all votes will be submitted by 2p.m. Tickets can be purchased from designated volunteers walking along the trail. Disqualification will be intact if artist's artwork is not appropriate. Supervision will be needed in each city.

### *Overall Winner*

. There will be a poll system to decide the overall winner between the three top participants. The website will open the polling system starting on Sunday evening and ending on the following Friday at 5 p.m. Each person that participates in the poll will need to provide a valid email address to ensure that the same person is not voting more than once, to keep the contest fair. The participant with the highest number of polls will be declared the overall winner and provided with a framed picture of their drawing, along with a framed picture of the drawing to be hung in the depot, at the Muncie location. The winner will also win a \$50 gift certificate to one of the sponsorships that donated the most to the event.

## **Advertising for the Event**

To bring awareness to the event, we will have radio spots on the local radio stations for each community, for example, WLBC 104.1 in Muncie, WQLK 96.1 in Richmond, and WBSW 90.9 in Marion. Another form of advertising would be flyers in local businesses and restaurants, universities email, popular places on campuses, word-of-mouth and social media. Advertising would be a good way to help get the local communities involved with the making of the event. We propose that you reach out to Ball State students majoring in Communication, Marketing, Photography, and Graphic Design for the chance to offer their professional services to help run social media and create radio ads and flyers prior and during event. Photography students should be used during the event to document what's going on. These pictures would then be used by the volunteered students running the Cardinal Greenways' social media. Having Marketing students help with this event can allow Cardinal Greenways to create more social media accounts to reach a larger audience and increase the awareness of the trail.

## **Sponsorship Opportunities**

Sponsorships are going to be the key to cutting the costs that Cardinal Greenway would invest into this event. We propose that Cardinal Greenway offer businesses the opportunity to purchase a 4 x 4 square for \$25 and in return their logo will be put on a banner that will be attached to the table where the voting tickets will be sold. This way \$10 would go towards the purchasing of the physical square and the other \$15 would be collected for the cash prize that would be rewarded to the first-place winner. We also think it would be beneficial to reach out to Sam's club and art shops within the Muncie, Richmond, and Marion area asking for complete or partial donations of supplies we have listed in the price breakdown. More specifically, you can reach out to Hobby Lobby and Michaels and ask them to donate pastels in exchange for a square at the event.

## **Price Overview**

<b>Materials:</b>	<b>Price: Each location will be the same</b>
Wristbands for participants: Sam's Club \$21.24 for 500 package	\$21.24
Water: Sams Club \$5.00 for a case (40 pack). 4 cases for each location	\$20.00
Snacks: Sam's Club \$12.62 for a box of chips (50 bags). 2 boxes for each location \$9.00 for a box of granola bars (60 ct.) 2 boxes for each location. \$11.00 for a box of fruit snacks (36 ct.) 3 boxes for each location	\$76.24
Tickets for people to use to vote: Sam's Club \$10.00 for a roll (2,000 ct.)	\$10.00
Pastels \$5.00 packet; 15 for each location	\$75.00
Chalk: Sam's Club \$8.00 for a container (52 pieces)	\$8.00
First Aid Kit: Sam's Club \$24.00 a kit. 2 for each location	\$60.00
<b>Total Cost of Materials:</b>	<b>\$270.48</b>
<b>Vendors:</b>	
Porta Potties: \$150 per unit; 2 per town (Marion, Richmond, and Muncie)	300.00
Food Trucks: \$150 (price varies from each food truck vendor)	150.00
<b>Total Cost of Vendors:</b>	<b>\$450.00</b>
<b>Prizes:</b>	
Art gift card \$25.00 & \$15.00	\$30.00

Photo print: Walgreens 12x12 (2)	\$22.00
Picture Frame: Hobby Lobby 12x12 (2)	\$40.00
<b>Total Cost of Prizes:</b>	<b>\$92.00</b>
<b>Marketing:</b>	
Radio WLBC 104.1 for 30 seconds of advertisement	\$88.00
Flyers: VistaPrint 11x17	\$200.00
Banner for Sponsorships: VistaPrint 2.5'x8'	\$50.00
<b>Total Cost of Marketing:</b>	<b>\$338.00</b>
<b>Total Project Costs: (for each location)</b>	<b>\$1,150.48</b>

### **Benefits Associated with the Event**

Some potential benefits to the event would be:

- Bringing awareness and unit the surrounding communities along the Cardinal Greenways' trail.
- Possible partnerships with sponsors for the event that will foster future relationships within the three cities.
- Contact information from artists and those who vote for the overall winner, to be used for future donor outreach.
- Advertises local artists and local businesses in the communities.
- Provides opportunities and field experience to the local students to help increase their portfolio or resume.
- Strengthens relationship between Cardinal Greenways and Ball State University to help bring more students to the trail for volunteering opportunities or recreational purposes.
- Increase the communities' awareness of the website that will lead to a growth in the usage.



# *Tails and Trails*

Paige Martin  
Kacie Morgan  
Ashley Pickett  
Group D  
FCFN477

Advanced Event Planning

## **Introduction**

Cardinal Greenways is a beautiful addition to the Muncie community. However, this non-profit organization does not have the necessary resources in place to make this organization sustainable for the future. With little staff and workforce to work with, our group believes that Cardinal Greenway's best chance is to involve the other local organizations.

## **Needs/Problems**

Because of the small number of employees and resources available, there is a lack of community awareness and involvement. As such, marketing efforts are uninspired and ineffective.

## **Goals/Objectives**

Goal #1: To improve marketing strategies

Objective 1.1: Create emotional links to the trail

Objective 1.2: Increase revenue from donations

Objective 1.3: Expand organization's target market

Goal #2: To increase community awareness and involvement

Objective 2.1: Establish partnerships with community members and local agencies

Objective 2.2: Educate the public about the trail's significance in their communities

## **Event Overview**

### Who

#### **Cardinal Greenway Staff**

We would be working with Cardinal Greenways, led by Angie Pool. Her staff could provide educational and promotional materials about the trail to event participants.

#### **Ball State Students**

We would be reaching out to students, not only to volunteer, but to participate in this event. Specifically, we would be reaching out to sororities, fraternities, and other student organizations in an effort to encourage more volunteers to participate.

#### **Community Members**

Members of the areas surrounding the trails would be encouraged to attend this event. There would also be opportunities for community members to volunteer.

#### **Muncie Animal Shelter and Animal Rescue Fund (ARF)**

Currently, these shelters do not have many events scheduled on their calendars. We would team up with each of these organizations to connect pet-owners to the trail and associate the trail with an emotional cause. By doing so, we would raise awareness of the trail's value as an asset in the community and to promote adoption of animals in local shelters.

#### **Local Pet Stores and Vets**

We would be inviting local pet stores and veterinarians to set up booths in the depot parking lot. They would have the opportunity to do demonstrations, hand out samples, coupons, and pamphlets, and/or hold raffles for prizes.

#### Local Restaurants and Food Trucks

We would be inviting local restaurants and food trucks to come and sell their food and products.

#### What

##### Dog Walks

Participants would have the opportunity to walk the dogs in order to socialize and bond with the dogs, while also utilizing the trail.

##### Adoption Event

The Muncie Animal Shelter and ARF would be bringing their adoptable dogs to the depot.

#### Where

##### Cardinal Greenway, Inc.

The event would utilize part of the depot's large parking lot. Food trucks would be parked around the roundabout in the parking lot. Other vendors would be set up both inside the depot and outside. Adoptable dogs would be kept in kennels underneath a tent to provide shade. Restrooms are available inside the depot for participants.

##### Cardinal Greenway

The trail itself would allow participants to walk adoptable dogs to McCulloch Park and back to the depot. This gives participants an opportunity to socialize and bond with the adoptable dogs.

##### McCulloch Park

McCulloch Park would serve as a turnaround point. We would also have volunteers hand out water and snacks to participants.

#### When

##### May

We chose this month because the shelters see a spike in dogs being abandoned due to Ball State's Spring Semester ending in May, and students not being able to take their dogs home with them. Because of this, there are more adoptable dogs that are in need of a home during this month, and shelters become overcrowded. We wanted to make sure we picked a time that would be most beneficial to the shelters and Cardinal Greenways.

##### September

We chose this month because Ball State's Fall Semester is beginning and students are rejoining the community. We thought that September would be a good month to get Ball State students to come out and walk dogs and perhaps even adopt one.

#### **Event Marketing**

Social media should be the main source of marketing, since it is free and far-reaching. This event should also be promoted through the distribution of flyers at the shelters, Cardinal Greenway’s depot, and other related locations. This event should be included on as many community calendars as possible. Requesting a Woof Boom Radio Public Service Announcement would also be a great way to promote the event without expending any resources.

### Budget

We would expect approximately 10 vendors at the event. Each vendor would get a table and two chairs in order to set up a booth. An additional four tables and 28 chairs would be provided for participants to sit and eat.

We would expect approximately 200 participants at the event. Two volunteers would hand out complimentary granola bars and bottled water at a table for participants.

Item	Number of Units	Unit Price	Total Item Cost
Tables (8' banquet)	15	\$7.00	\$105.00
Tent (20'x20')	1	\$240	\$240.00
Chairs	50	\$0.85	\$42.50
Water (24-pack)	9	\$5.00	\$45.00
Granola Bars	144	N/A	\$55.00
Flyers	500	N/A	\$10.00
<b>Total Event Cost</b>			<b>\$497.50</b>

### SWOT Analysis

- Strengths: Free media coverage, regional presence
- Weaknesses: Lack of funding, limited marketing options
- Opportunities: Community partnerships
- Threats: Weather conditions, date conflicts

### Evaluating the Event

Various surveys would be provided for participants, vendors, and community partners in order to evaluate the success of the event. A comment section would also be provided so that suggestions can be made. Data regarding the number of adoptions and the amount of money raised would also be collected in order to measure the event’s success.

## **Overview**

This proposal is submitted to Angie Pool at the Cardinal Greenways by Bailey Loughlin, Olivia Mishler, Steven Prosser, Alle Wilsey, and Shannon Woodworth.

The purpose of this proposal is to introduce new ideas to Angie Pool of the Cardinal Greenways on how to raise not only financial support, but also community awareness for the trails. Through research of similar events with similar venues we will be able to compare what the greenway can offer to the communities it encompasses. Using a SWOT analysis (strengths, weaknesses, opportunities, and threats) will help us find all of the pros and cons of the greenway with the event before the event takes place. While looking at the practicality of suggestions we will be able to logically think about our proposal and describe why it is a feasible suggestion for the Cardinal Greenways. Next, doing thorough research on the costs and expenses of the proposed event will help the Ms. Pool get a better understanding on the size of the event and help those in leadership positions decide if the event is reasonable for the greenways. Finally, we will discuss the deliverables and results of the event and an estimated amount of financial income it will bring in and also the amount of community awareness it will raise. This will be done by using the previous comparison to similar events converted into the surrounding areas along the greenway. We will also offer other smaller-scale ideas in this proposal. We desire to propose an idea that is not only beneficial to the community, but also to the communities surrounding the Cardinal Greenways.

## **Our Understanding**

The Cardinal Greenways is a network of trails that stretches from Marion to Richmond, Indiana. This trailway was built along an old railroad system and in 1999 it was officially open to the public. The Cardinal Greenways stretches 62 miles across Indiana with a walking trail and also has an equestrian section of the trail as well. Our understanding of the greenway is that it is an incredible asset to the state of Indiana. We want to increase funding and community awareness of how essential it actually is. The Cardinal Greenways, while being a great asset, is hard to keep and maintain because of weather conditions and other various factors. Through our research and proposal, we hope to create an event that can raise money and also pluck at the heartstrings of the communities. We hope to see a rise in monthly donors due to a heightened community awareness of the trails and what they can offer for visitors' health and overall happiness.

## **Results of Research**

After deciding to move forward with planning a festival for at the Cardinal Greenway, we felt it would be important to look at similar events in the Muncie area. We examined Muncie Gras and Muncie's Artwalk. These two events differ from ours, but we felt understanding aspects of their events can help us create a more successful Greenway Harvest Festival.

Muncie Gras is an annual event that has occurred for the past fifteen years. This event is the largest outdoor party in downtown Muncie. This large event is made up of different miniature events and vendors. Muncie Gras has dancing, music, games, food, and drinking. Over the past few years, there has been 7,000 to 9,000 attendees to this once a year event. Muncie utilizes local sponsors, social media, and news sources to bring people and money in. This event also draws, particularly Ball State Students, in through their partnership with transportation companies. In the past, MITS provided busses and trolleys from the village and other areas down to the event on Walnut Street. There are many strengths of Muncie Gras that can help us make the Greenway Harvest Festival successful. One key strength is the partnership with the MITS to provide a special route to transport Ball State Students from the campus to the event. This would allow our event to have a stronger connection with the students that could potentially utilize the trails after the event. Another key strength of Muncie Gras is there relationship with the media. Each year there are multiple news stories about this year, which helps draw in attendees. It would be important for the Greenway to build a strong relationship with new sources in and around the Muncie Community.



Another great event that Muncie holds is the Artswalk. This annual event highlights different pieces of art from the Muncie community throughout the downtown area. Artswalk is held on the First Thursday in October. The First Thursday is a monthly event that highlights new open galleries, but in October the event is even bigger. Artswalk showcases local artwork as well as Ball State students and faculty. This event stages many different types of artwork from visual to performance. On top of having the opportunity to view many pieces of artwork there is a "Soup Crawl." This is a charity dinner that benefits Second Harvest Food Bank that is hosted at many local restaurants around downtown. Roughly 2,500 people attend each year. This event draws people in through the monthly event, social media, local partnerships, and news sources. This event draws on strong partnership, which is a great strength the Cardinal Greenways begin to build with organizations along the trail. This allows the event to be marketed through other business that are vendors during the event. Another great aspect of this event, is that the Artswalk takes a monthly event, and once a year makes that event bigger and better. The First Thursday already draws people into the downtown art scene once a month, but when attached to Artswalk it brings in more people for that one day and helps market the monthly event as well.

We feel it is important for the Cardinal Greenways to build strong partnership with their vendors and business along the Greenway to help make events like the Greenway Harvest Festival successful. Both Artwalk and Muncie Gras draw on these relationships to build a successful event. Another strategic partnership to learn from is the partnership with the Ball State community. Though they each draw on Ball Students in a different way, this draws in a chunk of the Muncie population that can be forgotten about during local events. This population can provide a surge in attendees if the partnership is strong. Besides partnerships, using news sources helps provide awareness to these events. The Muncie Star press and Ball State Daily News have written articles before and after each event. It is important to encourage the new sources to cover the event because it provides free awareness.

## **SWOT Analysis**

### **Vision**

After researching the potential of Greenway Harvest Festival, we have found what opportunities this festival will bring to Muncie, Indiana and the Greenway. Analyzing the strengths and weaknesses of the event will encourage improvement and ensure that certain threats are avoided.

### **Strengths:**

- Time of the year: During the fall, people are eager to get out of their houses and have an experience. The leaves are changing and the surrounding areas are beautiful.
- Location: Cardinal Greenway's Depot is historical and has beautiful aesthetics. Kids will love that it was a train station and enjoy the toy train inside the building.
- Marketing: This event will be marketed toward a wide range of audiences. College students will want to attend to take pictures and participate in the pumpkin and apple picking and food trucks. The adults will be interested in the produce being sold and cider and canvas. Multiple craft booths, fall themed games and activities, and face painting will entertain the children.

### **Weaknesses:**

- Parking: There is not a lot of parking at the Greenway's Depot.
- The Cause: There is no pull of the "heartstring" for this event. People will be less inclined to donate to this cause.

### **Opportunities**

- Community Involvement: There will be an increase in awareness for the Cardinal Greenways.

- Recognition: The Real Estate Association will recognize the trail as a “Muncie gem” and could be recognized as something that improves Muncie’s way of life. When this happens, Cardinal Greenway could receive compensation for this

### Threats

- Weather: If the weather is rainy, cold, and/or windy, on the day of the event, then it could prevent vendors and guests from attending.
- Funding: We will have limited funding initially. The event relies heavily on sponsorship and various donations, which could take time to receive.

### Marketing

Our target market is families within the Muncie community. We felt that this group of people would be the most likely to attend the event due to the vendors, games, and crafts available. Besides our target market, we will aim to engage Ball State students through volunteer opportunities and to attend the event.

To reach our target market, we will run advertisements on local radio station, newspapers, and TV stations. This will allow us to mass market to families and other residence of Muncie. The advertisements will start to run roughly two weeks before the event. They will run through the day of the event. To reduce the cost of these ads, we will provided a free vendor space for radio or news stations that run our advertisements for a free or reduced price. Another form of marketing will be to work with schools and afterschool programs. Promotional items will be placed around the school and be handed out to students two weeks before the event. We will offer vendor spaces to organizations like the Boys and Girls Club and the Buley Center if they help advertise the event to their students.

To engage the Ball State Student community, we place advertisements around the Ball State’s campus. Posters will placed around campus in high traffic locations, such as residence halls and dining areas. Another way to communicate the information will be through a mass emails starting two weeks before the event.

### Vendors

#### Jacob’s Family Orchard

- This local orchard has 35 acres of trees, growing 30 varieties of apples. They grow all of the pumpkins they sell and have about 8 acres that grow sweet corn. This vendor would provide pumpkins for the guests to decorate and take home, as well as apples for “bobbing for apples” game. This event will be a great way for their business to market their orchard and become a household name in Muncie.

#### Slop on Top

- Slop on Top is a local food truck that provides lunch foods that range from pizza to Butter Chicken. This will be great fall food for our guests and the food truck will have an increase in sales.

#### MT’s Smokin BBQ

- MT’s Smokin BBQ is known for being able to park anywhere at any time. Their fall food selection is perfect for Greenways Harvest Festivals.

#### Muncie Farmers Market

- The Minnetrista Farmers Market provides various fresh, local, and other special finds. Teaming with the market will increase the flow and encourage others to participate in other activities.

#### The Caffienery

- This local coffee shop would have a booth where guests could purchase a hot beverage.

#### Art Mart

- The Art Mart could have an advertising booth and help provide supplies for the events' craft section.

#### Muncie Downtown Development Partnership

- This organization works to plan events within Downtown Muncie. They put on many great events such as Muncie Gras and the Artwork. Their booth could provide information about their events and begin to form a partnership between MDDP and the Cardinal Greenway.

#### Various Volunteers

- Local volunteers to monitor for the facepaint and craft sections
- Ball State organizations will be able to volunteer for 'volunteer hours' and for tickets to the activities.
- Outdoor Pursuits volunteers to monitor games, such as bouncy house, and promote.

## **Suggestions**

### **Free Entertainment**

There will be free entertainment for the guests at the Cardinal Greenways for the Greenway Harvest Festival, where local vendors can come and sell produce, crafts, and food. Live music will be there to boost morale and present another form of art and community. The music will be located in the craft tent at the train depot for people to enjoy while creating crafts in a more inviting atmosphere. The craft tent is for all ages, but will be more for the families of the event. The Greenway Harvest Festival will promote not only the Cardinal Greenways, but also local farmers, vendors, crafters and musicians.

### **Price of Seasonality**

During the fall season, there are a variety of events to do and promote such as pumpkin patch, sack races, yard games, bobbing for apples and mazes. Farmer's market vendors can sell pumpkins, gourds, dried out corn for the fall holidays of Halloween and Thanksgiving. Other vendors, such as Jacob's Family Orchard is in season and can provide and sell family favorites of donuts, apple cider and apples. The theme of the event will also be showcased on the trail with the smell and changing of the leaves will show the people of Delaware County the beauty of the Cardinal Greenways.

### **How to get businesses involved**

Sponsorships, vendors, booths and volunteers at the farmer's market and Depot will intertwine with the community and help give back and bring businesses to the trail and the community. Every business that the Cardinal Greenways reaches out to is part of the gold, platinum, and bronze incentive program. These incentive programs range from sponsorship on ads and t-shirts to Cardinal Greenways swag items. Another way to get businesses and people involved is by donations. Donations can come in different forms of money, freewill donations, or sponsorships. Businesses and the community can sponsor a quarter, half or mile of the Cardinal Greenways and in return get a bench or mile marker with a plaque with their company or name engraved on it.

## **Structure and Organization**

There will be 2 locations at the Greenway Harvest Festival: At the Greenway trail and at the depot. The Cardinal Greenways staff and volunteers will run the event. Volunteers will be crucial for this event and networking with the local high school and Ball State University is necessary. Vendors for the farmer's market, craft booths, and food trucks will rent out space on the trail and the Depot parking lot. Each will bring own tent, tables, chairs, decorations, signage, and etc. No electricity, running water, and gas will be provided along the Cardinal Greenways trail and generators will be necessary for the farmer's market vendors, if needed. The train depot will hold craft event and games. Games provided consist of yard games- corn hole, hillbilly golf, spike ball; pumpkin games- bingo, sack races, tic-tac-toe and checkers. Majority of the games will be donations from the community. Through sponsorships from companies, the materials for the crafts for the

kids and families will be provided or items can be donated from Art Mart and even Michaels, Hobby Lobby, or other from freewill donations. Donations for the upkeep of the trail, can be found inside the Train Depot at an information table near the gift shop. Cardinal Greenways staff members will guide the event to give you more information along with signage throughout the event showing the attendees where the different events will be held. Portable bathrooms will be placed along the farmer's market and depot. The food trucks will be roped off to have a food destination area in the train depot parking lot.

## **Profit Possibilities**

Staff at the event will sell wristbands and tickets as the attendees enter the train depot and tent. Admission prices should range from \$3-5 for adults and free for children 12 and under. With every wristband and ticket, the attendees will receive a "free item," which could be small item either donations of gourds, soup, cider or bag of chips. Tickets will be available for purchase for face painting, bobbing for apples, bounce house, cider and canvas art event. Tickets will be \$1.00 per ticket. Each event and craft will vary in ticket number.

## **Cost and Expense Analysis:**

When looking at what we need in order to make our festival memorable for the Greenways, we need to look at how much everything is going to cost us. First we looked at food and what we would gain from that by charging food trucks per hour for our five-hour event. Next we looked at the tent that we would be using for crafts and sponsorships that visitors can go through. After carefully selecting the crafts for the event we looked at games that could be played such as yard games and an inflatable. The inflatable cost was found through AOE Special Events, or A-1 for Fun, which is a group that rents out inflatables and other games to events such as Late Night. Then we took all of this information and set it up into a financial statement with revenues and expenses.

<b>Greenway Harvest Festival</b>		
<b>Revenue</b>	<b>Earnings</b>	<b>Totals</b>
Food Trucks - \$30 an hour x 2	\$300.00	\$300.00
Raffle Tickets - \$2 a ticket estimation	\$200.00	\$200.00
Bingo - \$2 for one, \$4 for three estimation	\$400.00	\$400.00
Apple Cider and Canvas - \$5 per person	\$1,500.00	\$1,500.00
Donations	\$2,000.00	\$2,000.00
<b>Total Revenue:</b>	<b>\$4,400.00</b>	<b>\$4,400.00</b>
<b>Expenses</b>	<b>Price</b>	<b>Totals</b>
Tent	\$77.00	\$77.00
12 Tables - \$7.75 each	\$93.00	\$93.00
Craft Supplies	\$300.00	\$300.00
Yard Games	\$20.00	\$20.00
Bouncy House	\$700.00	\$700.00
Four Potato Sacks	\$10.00	\$10.00
Apple Cider	\$300.00	\$300.00
Pumpkins and Apples	\$150.00	\$150.00
Canvas - 300	\$433.16	\$433.16
Marketing	\$175.00	\$175.00
Liscenses	\$350.00	\$350.00
<b>Total Expenses:</b>	<b>\$2,608.16</b>	<b>\$2,608.16</b>
<b>Item</b>	<b>October</b>	<b>Totals</b>
<b>Revenue</b>	<b>\$4,400.00</b>	<b>\$4,400.00</b>
<b>Expenses</b>	<b>\$2,608.16</b>	<b>\$2,608.16</b>
<b>Net Income:</b>	<b>\$1,791.84</b>	<b>\$1,791.84</b>

Another way that we plan on saving money and driving down expenses is to find sponsorships for things like, craft supplies, apples, and pumpkins. This way it can either reduce our cost all together or at least drive down

the price because of our exposure to the public. Our plan for apples and pumpkins is to contact places like Jacob's Orchard due to the fact that they have apples, pumpkins and a sunflower maze. The Greenway Harvest Festival is able to expose their orchard for the community not just around Muncie but for those who simply use the Cardinal Greenways, which spans about 62 miles. Our group also discussed the inclusion of apple cider and canvas that people can participate in for a cost of \$5. We would order the canvas in bulk from ASW 300 canvas pieces for \$433 dollars and also licenses for the bouncy house, and other things concerning our event.

## APPENDIX A

<http://www.jacobsfamilyorchard.com/>

<https://www.yelp.com/biz/slop-on-top-muncie>

<http://www.mtsmokinbbq.com/>

<http://www.minnetrista.net/events/farmers-market/>

<http://www.thecaffeinery.com/>

<http://aroundindy.com/foodtrucks.php> \*Back-up food trucks

**Prepared for:**  
Cardinal Greenways

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## Introduction

Cardinal Greenways is Indiana's Longest Span of Recreational Trails, spanning 62 miles from Marion through Muncie to Richmond in East Central Indiana. Their mission statement is that they are, *"Dedicated to enhancing the quality of life by developing and operating corridors and trails to connect people and communities,"* (cardinalgreenways.org). By successfully supporting the trail, Greenways can further connect and be an important part of the local communities served.

Cardinal Greenways is looking for ways to make itself better known to the community while raising funds to maintain and improve the trail in the future. To ensure a long life for the Greenway, they should aim to find ways to get the Muncie community invested.

Annual events can create investments that communities can look forward to and plan on, while at the same time creating awareness and profits for maintenance and eventually benefits. An annual event surrounding an already popular season and holiday would be an easy way to get locals interested quickly, because they would have some initial idea of what to expect. Our idea is to create an annual event themed and based off Halloween. This would be a great opportunity for more community involvement and investment in an already established holiday, and also a chance to create new annual income for Cardinal Greenway.

## Concept Overview

Boos and Booze is an event intended to be a Halloween celebration that aims to attract all members of Muncie's diverse community with activities that children, adults, and college students will all enjoy. The goal of the event is to celebrate the season, while promoting and providing revenue for the Cardinal Greenways, as well as local businesses, bands, and vendors. The event will be hosted at the Cardinal Greenway Historic Train Station in Muncie, Indiana. Taking place on either the Friday or Saturday before Halloween, the event will run from 5pm to midnight, with different times allotted for different activities.

Boos and Booze will begin at 5pm with family-friendly events and activities such as games, food, and kid-friendly entertainment. Halloween themed games, face painting, pumpkin carving/painting, and a costume contest will be some of the activities catered for all children. The winner of the children's costume contest would win a "Boos Basket" consisting of small toys. Additionally, utilizing the interior of the train station as a space for a kid-level haunted house creates another activity enjoyable by attendees. Alternatively, the haunted house could be substituted for a haunted trail. Participants would walk along the bike trail, instead of through the train station. In both cases, Halloween décor and characters such as zombies, witches, and so on would be scare elements of the haunted house/trail.

Starting at 5pm, food trucks and food vendors would be invited to set up in the parking lot outside of the train station. Food ranging from basic cotton candy and hotdogs, to Puerto Vallarta would be welcome at this event. Additionally, there would be a small stage and sitting area with both bleachers and picnic tables. The stage would host local bands and DJs that would play music appropriate for family fun. Finally, a fire pit with hay bales and s'more supplies is another attraction to entertain attendees while keeping them warm in the event of cold weather.



After 8pm, all children's activities would be shut down and the event would turn into an event for those ages 21 and up. Bands and DJs would be able to play music suitable to the adult crowd. Local breweries would be invited to set up in the parking lot, along with the food vendors. The haunted house/trail will be transitioned to a mature-level and will even feature stories of real Muncie hauntings. Attendees will be allowed to enter and cast votes for the best Halloween costumes, where the winner will win a "BOOze Basket," consisting of goodies from each of the local breweries featured at the event. The event would end at midnight. To help ensure the safety of the attendees, using the Muncie trolley is a way to ensure attendees have a safe ride to and from the event.

## *Benefits*

Our Boos and Booze event brings a great deal of benefits to the Cardinal Greenways. The Cardinal Greenway organization does not currently host an annual event. Hosting an annual event, such as Boos and Booze, will benefit Cardinal Greenways by drawing attention to their organization and educating its audiences about its causes.

### *Community Tradition*

Boos and Booze will start a community tradition and allow community members to come together and share experiences with one another. Annual events and social gathering entice curiosity and exploration. Because Boos and Booze is such a unique event, it will immediately grab the attention of the local community. All of the entertainment can be shared by all audiences, families and adults, looking to have some Halloween-time fun.

### *Student Immersion*

This community-wide event has great potential to engage the nearby Ball State University students. Students love getting involved and attending events in the area. Hosting an event such as Boos and Booze will aid in making sure that those nearby students are "talking" about the event and entice them to come back for more. Though this is a great opportunity to get involved in the event, it also creates knowledge about the Cardinal Greenways and inspire the students to bring even more events to their location. There are numerous organizations on Ball State's campus that are always searching for places to host events.

### *Local Business Partnership*

Inviting local businesses to be part of Boos and Booze is a great way to establish relationships in Muncie. By allowing various businesses to come and be a part of their events, Cardinal Greenways will not only gain "word of mouth" advertising, but will also prosper.

### *Potential Revenue*

Boos and Booze will raise revenue that can be used for maintaining its trails. Cardinal Greenways will gain a 15% commission on all of the local business' proceeds the night of the event. They will also accept donated good that can be used to raise money or give to its visitors. By charging

a \$6.00 per person fee to enter the event, guests will then be able to enjoy all of the entertainment and joy that Boos and Booze has to offer.

## *SWOT Analysis*

Our team has created a detailed SWOT Analysis to delve further into the strengths and weaknesses of Boos and Booze, as well as Cardinal Greenways. Through this analysis, we can also visualize the opportunities that lie ahead for Cardinal Greenways, as well as the potential threats that we must work to avoid.

### *Strengths*

- The event would take place during Fall/October weather, when the community is eager to spend evenings outdoors.
- The community will be excited to attend an event in which familiar local businesses will be present.
- There are very few Halloween themed events in the Muncie area. This event is unique and new to the area.
- Ball State University students are always eager for haunted house and/or Halloween themed locations during the Fall.

### *Weaknesses*

- The Depot is rather small for an event this large; Therefore, not much will be able to take place indoors.
- Cardinal Greenways is not necessarily close to the Ball State University campus. This could cause problems for students wishing to attend.
- Parking at Cardinal Greenways is limited.  
\*Lots surrounding the area could be used for parking, but that would require a

### *Opportunity*

- The uniqueness of the event, as well as the attendance of local vendors could potentially help increase the amount of revenue Cardinal Greenways is bringing in.
- There is potential for further involvement with the Muncie community, and the students of Ball State University.
- Cardinal Greenways would be acknowledged as a more vital and essential destination in the Muncie area.
- This provides opportunity for Ball State students to volunteer in the Muncie area.
- The event could draw in potential donor.

### *Threats*

- Because the event is taking place in October, there is the potential for harsh weather conditions, whether that be wind or cold temperatures.
- Because there are few Halloween events currently held in Muncie, many Muncie locals and Ball State students travel to other locations for a scare. These more familiar and established events could serve as competition for Boos and Booze.
- Alcoholic Beverages in a Public Setting

- o Because alcohol will be readily available, there is always going to be the possibility of underage drinking.
- o The consuming of alcoholic beverages in public could result in reckless behavior.
- o There is a risk of potential security issues in the area due to alcohol consumption.

## *Problem Solutions*

When holding any event, there are always problems that could arise. As mentioned in our threats, possible problems include issues with alcohol and weather, as well as any kind of emergencies that may occur. By foreseeing possible problems, we can prevent various crises from happening.

### *Alcohol*

- To prevent underage drinking, licenses will be checked, and a different colored wristband will be issued to those 21 years of age and older.
- To prevent reckless behavior, police officers as well as an EMT unit will be on site and the local fire department will be on standby.
- Permits will also be acquired in advance to allow the visitors to drink at the event as well as to allow the local businesses to serve.

### *Emergencies*

An Emergency Action Plan will be developed to cover things such as:

- Weather
- Accidental injuries
- Over-intoxication
- Aggressive behaviors

## *Expenses*

### *Food Vendors*

- Indiana State Food Law (Indiana Code (IC) 16-18-2-137 exempts organizations that are tax exempt under IC 6-2.5-5-21(b)(1)(B),(C), and (D) from the definition of a "food establishment." Indiana food law allows you to sell food to the final consumer at an event for not more than 15 days in a calendar year without registering with the state or county health department, provided the food is made and labeled by the organization's members and is not an "extensive menu."

### *Entertainment*

- \$500 dollars total budget for bands

### *Fire pit*

- Steel: Stone does not radiate heat as much as steel and that is why many people prefer this material, although steel fire pits are always portable. As they are normally crafted, they don't need professional installation. The average cost of a portable steel fire pit will be about \$100-\$150.

### *Unique Entertainment*

- Dancers, clowns, jugglers
- \$300 for other entertainment

## Decorations and theme costs

- Have schools create decorations (arts and crafts) for the event. Such as, Hanging Foam Bats, Trick-or-Treat Bags, Pin the Spider on the Web Game, etc. Funds will be provided by schools.

More professional decorations:

- Black balloons. \$100
- Orange balloons.\$100
- Neon glow sticks and stickers to see in the dark. \$100
- Candles \$50
- Toilet paper for mummy \$50
- "Jars" Soak off labels of any food pot you want and make new ones with what they would be in your "lab." \$50
  - Sausages: Fingers
  - Entrails or Shredded red cabbage: Brains
  - Hard boil eggs: Eyes.
  - Old wood wine boxes to put plastic skeletons and spider webs or an old mirror with talcum powder \$100
- Witches Brooms \$50
- Dried ice For a great effect (you can put it into the bottles with the cap opened to let the smoke go out in cascade) \$75
- Create tombstones (These can be made from old plywood and spray painted black and silver paint) \$50

## Prizes

- Need 1 large pumpkin. Cut open lid for pumpkin and loosen up the insides. Remove some of the insides. Place coins, or small plastic toys, inside pumpkin guts. Have kids place hand inside to find their prize. \$30

## Permits required for event

- Carrier's alcohol permit. \$5
- Certification of Food Handler-
  - Indiana State Food Law (Indiana Code (IC) 16-18-2-137 exempts organizations that are tax exempt under IC 6-2.5-5-21(b)(1)(B),(C), and (D) from the definition of a "food establishment". Indiana food law allows you to sell food to the final consumer at an event for not more than 15 days in a calendar year without registering with the state or county health department, provided the food is made and labeled by the organization's members and is not an "extensive menu".

## Insurance

- \$250- Eventhelper.com

## Total Cost of Event

= Around \$2,000

## *Conclusion*

In conclusion, this event offers many new opportunities for Cardinal Greenways to connect with the Muncie community and also the chance to grow and spread to other communities in the future. Boos and Booze is way for the community to personally invest each year and to make the event a part of the Greenway's culture as well as Muncie's culture. This would allow Cardinal Greenways to get more advertisement and be more established. This will help to draw in a more regular audience throughout the year and possibly even more outside interest in the greenways (donors). The opportunity for donors and businesses to come alongside the Greenways would create more financial security and social standing. Keeping the Greenways up and running requires funds and having a popular annual event means an influx of revenue once a year that would help maintain the trail and possibly help fund future events, projects, and needed improvements. Cardinal Greenways is already dedicated to its communities and serving them, and being able to further their community draw and importance in Muncie could be a step forward to help achieve Cardinal Greenway's long-term goals.

# *Cardinal Greenways Event Proposal*



*Maddie Malatestinic, Morgan Nadaline, Mariah Ledbetter, Kaitlyn  
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*March 2, 2017*

*FCFN 477*



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DESCRIPTION



*Ball State University's advanced event management class has been asked to provide Cardinal Greenways with an event to help promote the greenways, attract a younger demographic, raise awareness, show off facilities and entice donors. We have come up with a proposal based off of these needs. Below you will see that we have come up with a Fitness Palooza: A day event of fitness and a benefit concert that night.*

## **FITNESS PALOOZA**

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### *Summary of Events*

*The Fitness Palooza is a day and night event that draws in not only the local community but a younger demographic. The day event will be fitness themed with an option of a 5k or fitness classes going on throughout the morning. This is a great opportunity for families and people of all ages to experience the Greenways first hand. The night event will be a benefit concert supporting the Greenways. This will feature local music artists, surprises and different crowd involvements. The benefit concert will expose and raise money for the Greenways and show off the location to a younger demographic.*



## *Purpose of Events*

- *Attract a younger demographic*
  - *Show off facilities*
- *Promote awareness of the greenways*
- *Make people want to come back*
  - *Recreating a brand for CGW*

## *EVENT DETAILS*

---

### *Fitness (Day) Event*

*Morning of fitness: 10:00AM- 1:00PM*

- *5K*
  - *Winning incentives pertaining to the Greenways (merchandise, free group party, etc.)*
- *Fitness Classes held on stage*
  - *Something for everyone*
  - *Volunteer instructors for these classes*
  - *Classes on a time schedule*
- *Guest appearances by Ball State Athletics*

- Food trucks with healthy food options (smoothies, sandwiches, etc.)
- Volunteers help run the events (ball state students/athletes)
- Closing ceremonies
  - Closing remarks and video (also will be used as promotional video for future events)

## In-Between Events

Tear-down and set-up time: 2:00PM-5:30PM

- Rotate volunteer's hourly
- Prepare stage and facility for Palooza event (concert)



## Palooza (Night) Event

Benefit Concert: 6:00PM-10:00PM

- Local music artists
  - On a timed schedule
  - Volunteer basis (if budget does not allow)
- Red carpet picture area with CGW background
- Food trucks with a variety of options
- VIP area (for an extra cost)
  - Front rows and both sides of stage
  - Enter contest during morning fitness to win VIP
- Closing remarks and promotional video



## EVENT LOGISTICS

When looking at event logistics, we are preparing for 1,000 guests to attend the Fitness Palooza. This factor determines all the following information below. The way we



are planning this event, we are expecting to have local companies and people volunteer to be part of it. These people will want to volunteer their time and services because this is great exposure for them and whatever services they have. To run this event, we will require a lot of volunteers. We need a large amount of volunteers due to the small staff at the Greenways. To charge attendees, we will have separate prices for the day and night events and a bundle option to attend both. We will have incentives to draw more people to attend both events. Sustainability will be a large part of the event by having different recycling bins throughout the event as well as reusing products.



### Event Necessities

- Stage: Donation-Sight & Sound
- Food Trucks: Caron's Hot dog stand. Greeks Pizza (pizza by the slice).
- Employees: Employees of Cardinal Greenway plus Volunteer workers
  - Food and Beverage: Domestic Kegs and Specialty Drink
  - Security: MPD on sight- volunteer
  - Volunteer shirts: Sponsored- Local Muncie businesses
  - Volunteer vests: Sponsored- Local Muncie businesses
  - VIP Roping: Donation- Sight & Sound
  - Outside decorations: Donations

## VOLUNTEERS

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- *Fitness Instructors*
  - *Certified professionals*
  - *Liability forms for volunteers and attendees*
- *Volunteers*
  - *Need around 200*
  - *Identified with vest/special colored shirts*
- *Event MC*
- *Food Trucks*
  - *Attendees can pay extra for different food*
- *Security*
  - *Ball State University Police*



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## ATTENDEES

- *Ticket packages*
  - *Fitness Price: \$6*
  - *Palooza Price: \$6*
  - *Fitness Palooza Price: \$10*
- *Wrist bands for both events*



- 3 free drinks with wrist band throughout the day/night (soda and alcohol served)
- Enter-to-win prizes
- Pay for parking
  - \$3/car

## EVENT PROMTIONS

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For the Fitness Palooza to be successful, PR will be an important factor. Because we are wanting to attract a younger demographic we are going to become active on all social media platforms. This will allow the Cardinal Greenways to get exposure for not only this event, but for everyday business. We want to include all the communities that the trail runs through, so we would develop a “I in Trail” sign that would draw in people for photo opportunities. We also think a revamping of the main building is necessary. We would create a feel of modernization while keeping the history intact. The new professional look will draw in people of all ages to come and check out the Greenways.



## Social Media

- Develop of PR employee for the event
- Active on all forms of social media
- Attract the younger audience
- Create video throughout to play at the
  - Use as promotional tool
- Snapchat Geo-tags

## Revamping the Main Building

- Location of train
- Location of gift shop
- Modernizing the space
- Tying together the history of the Cardinal Greenways, the build, and

end

## Community Involvement

- Visiting Muncie Sign
- Putting the 'I' in tail
- Volunteer opportunities
- Get support/attendees from local schools and universities

## MARKETING MATRIX



## PRODUCT

- Our class is proud to present a Fitness Palooza for Cardinal Greenway of Muncie. This will be a day event of fitness and a benefit concert during the night.

## PRICE

- We will be carrying out this event solely through volunteers and donated help from the local community.



## PLACE

- Our Fitness Palooza will take place at the Cardinal Greenway in Muncie, Indiana

## PROMOTION

- We will have a wide range of ways to reach out to the surrounding community. First, we will develop a PR representative for the event. Second, social media will be a huge asset to our event. We plan to be active on all social media sites, create promotional videos, follow up with email and create geotags for our followers to use.

## SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS) ANALYSIS

	Helpful	Hurtful
Internal	<p><i>Strengths:</i></p> <ul style="list-style-type: none"><li>· Benefiting the Cardinal Greenways by bringing attention to their facilities</li><li>· The price is... (STILL NEEDS WORK)</li><li>· The surrounding communities will be participating in activities to promote good health</li></ul>	<p><i>Weaknesses:</i></p> <ul style="list-style-type: none"><li>· It may not interest all members of the community</li><li>· Would need a good amount of volunteers to make it possible</li></ul>
External	<p><i>Opportunities:</i></p> <ul style="list-style-type: none"><li>· The surrounding communities would be inclined to visit and support the Cardinal Greenways</li><li>· Bringing in a younger demographic</li></ul>	<p><i>Threats:</i></p> <ul style="list-style-type: none"><li>· Since alcohol will be distributed during the night event, there could be issues with intoxicated attendees</li></ul>

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## COST OF BEVERAGES

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### *Domestic Beer ( Bud Light, Miller Coors Lite):*

- 333 drinks minimum for 1,000 attendees
  - 3 drinks with the entrance wristband
    - 14 cases of domestic
  - For extra drinks beyond the 3 free drinks
    - 36 cases of domestic beer total
    - 12 cases per each kind of beer
  - Talk to local breweries for different types of beer/sponsorship

### *Supplies:*

- Cups for Specialty drinks:  
Approximately \$60
- Bartender with liquor license
  - Will be a volunteer
  - Volunteer will get tips
- Specialty Drink  
Dispenser/Chiller: \$88

*Lite,*

*fee*

*beer*

*included*

- Total Pricing:

Estimated \$800.00

### *Water and Soda:*

- Possible donations from different Muncie organizations

- Water

- 50 cases of water at \$2 each

- Total: \$100

- Soda (Coke, Diet Coke, Sprite):

- 3 cases of each

- Total: \$72

- Water and Soda Total: Approximately \$172.00

### *Specialty Drink:*

- 1 specialty drink per attendee of age

- Hard Alcohol of choice

- 4 large bottles

= \$50

- Mixer #1 of choice

- Mixer #2 of choice

- Total Pricing: Approximately \$102

### *Overall Total Pricing for Beverages: \$1,300*

### *OVERVIEW*

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- The Fitness Palooza is a day and night event that draws in not only the the local community but a younger demographic

- *When looking at event logistics, we are preparing for 1,000 guests to attend the Fitness Palooza*
- *To run this event, we will require a lot of volunteers. We need a large amount of volunteers due to the small staff at the Greenways*
- *To charge attendees, we will have separate prices for the day and night events and a bundle option to attend both*
- *For the Fitness Palooza to be successful, PR will be an important factor. Because we are wanting to attract a younger demographic we are going to become active on all social media platforms*



# **Cardinal Greenway Proposal**

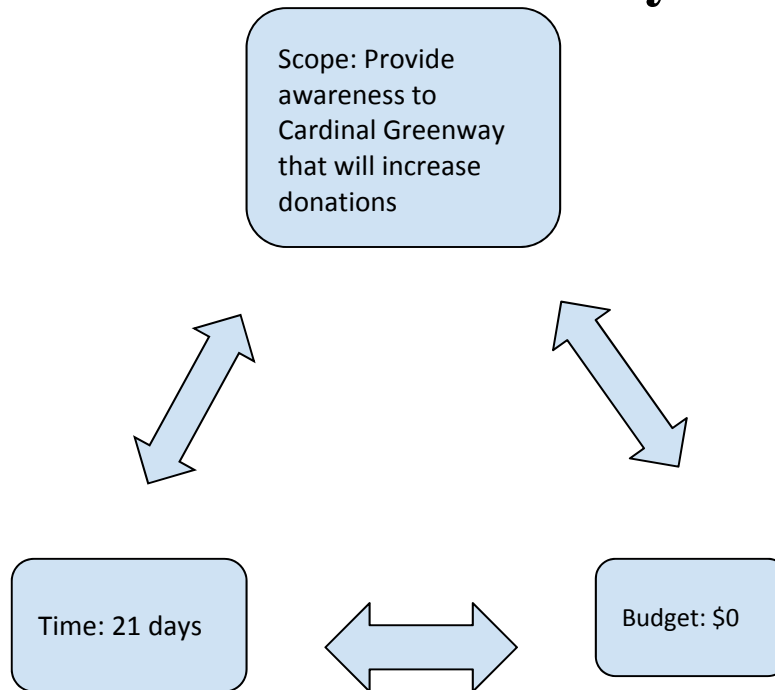
**2 March 2017**

**Nick Lowe  
Mary Dyrek  
Andrea Richter  
Allie Paschen**

# **Introduction**

Our group believes that with a few proposed ideas, the Cardinal Greenway can benefit in many different areas. There are a few main goals of these proposals. First of all, we want more recognition of the Cardinal Greenway. One thing we noticed is that many students at Ball State University are not aware that this path exists. Another goal we are aiming for is more involvement within the community. We believe the ideas that we will present will allow more people throughout the Muncie, and the surrounding towns, to be more involved with the Cardinal Greenway. Lastly, we want the path to be utilized in different ways that have not been explored before. We understand that the Cardinal Greenway is a non-for-profit organization, so the ideas that we are about to present are cost effective, and can also be good investments in the long-run.

# Executive Summary

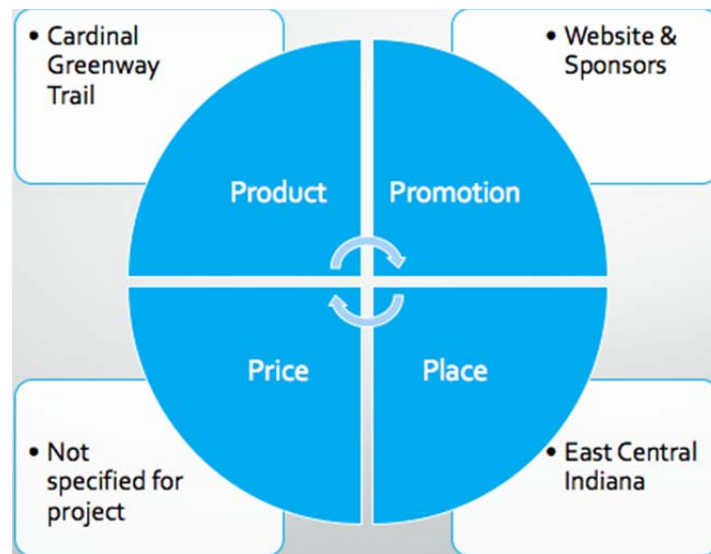


## Scope:

Cardinal Greenway is a Private, not-for-profit organization in East Central Indiana that includes the Cardinal Greenway, White River Greenway, Historic Wysor Street Depot and Cardinal Equestrian Trail. The trail is made from old railway beds that span 62 miles through East Central Indiana. Cardinal Greenway's mission is to connect people and communities while enhancing the quality of life. The path offers free bike rental and events such as 5k run/walk and bike races.

The goal of this proposal is to attract more people from the community to Cardinal Greenway. In turn, this will lead to an increase of donations to the organization. There is a lack of knowledge in the community about the trail, which is the first obstacle to overcome. The lack of donations being raised is a consequence of the degree of knowledge the community has about the trail and organization itself.

## Product, Place, Price, Promotion:



**Product:** A product is a physical good, service, or both. The focus product is the trail itself. Customers get to choose to use the trail and bikes at their leisure for no additional cost.

**Promotion:** Promotion is necessary to raise customer awareness of a product. As of right now, the main promotion technique that Cardinal Greenway uses is providing a website that is user friendly and provides adequate information for the customer. The website allows customers to view the mission, upcoming events, and an option to donate to the organization.

**Price:** Pricing affects the number of sales an organization makes and how much money it earns. Strategy planning and pricing objectives and policies are important to pricing decisions. These include pricing objectives, policies, customer values, and legal issues. Cardinal Greenway offer free of charge bike rental and trail to the community. The events held on the trail or in the office building may come with entry fees, but this depends on the event. The 5k run/walk range from 10-20 dollars.

**Place:** Place is about making the product available in the right locations and in the right quantity. The place Cardinal Greenway wants to reach includes Marion, Muncie, and Richmond Indiana



## Segmentation, Targeting, Differentiation, Position (STDP)

**Segmentation:** The segment of the market Cardinal Greenway is focusing on is the community of East Central Indiana. The people who will be attracted to the trail are those searching to run, walk, and bike outside on a trail. More specifically, our team is focused on citizens who value, or want to value exercising.

**Targeting:** Our group is targeting citizens of the community who are either unfamiliar or have little to no experience on Cardinal Greenway. These individuals range from college students, families, people visiting, and schools in the community. The trail is very versatile and can attract many sections of the market.

**Positioning:** This outlines what an organization should do to market its product or service to its customers. Our team will create an image for the product based on its intended audience. We are positioning the product and service Cardinal Greenway offers, toward the communities that are close to the trail.

**Differentiation:** This is like positioning, but more focused on competitors and what can be done to stand out. The competitors of Cardinal Greenway are any other organization that provides leisure or exercise area. Cardinal Greenway stands out from these competitors by providing a free product (the trail and bike rental). Also, providing a healthy activity.

# **Proposal Idea #1**

## **Summary:**

For our first idea in order to improve the Cardinal Greenway, we are proposing the idea of letting organizations sponsor a mile of the path. Because the path is 60 miles long, we will ideally need to get 60 sponsors. However, this shouldn't be an issue due to the number of towns and colleges that are around the path. Each sponsor will be responsible for upkeep and regular clean-up of their sponsored mile. In return for their service, each organization will get a sign at the mile they sponsor. They will also be rewarded community service hours for their time of upkeep of the Cardinal Greenway. We believe this will be beneficial because many organizations, especially at Ball State University, are required a certain amount of community service hours over a certain period of time. This will allow these organizations to have a way achieving those hours.

## **Benefits:**

This idea will be beneficial not only to the Cardinal Greenway, but also the organizations that volunteer to sponsor each mile. The Cardinal Greenway will benefit because the path will be up kept and cleaned on a regular basis. This idea will also give more recognition to the path, and will promote people to visit regularly. The organizations will benefit because they will be able to achieve community service hours. The signs at each mile will also give recognition to the organizations from people who use the path. Overall, it will give the organizations a good image throughout the community.

## **Costs:**

The only costs that will be incurred from this idea will be the costs of the signs with the name of the organization sponsoring each mile. After doing research, an average sign costs is anywhere from \$15 to \$30. Having a sign at every mile for 60 miles means that the total cost will range from \$900 - \$1,800. This seems like a steep price for the Cardinal Greenway. However, in the long run, the path will be saving money. They will not have to pay workers for upkeep of the path because organizations will be volunteering for free to clean up and maintenance of the path. In our opinion, this would be a smart investment for the Cardinal Greenway to consider.

## **Proposal Idea #2**

### **Summary:**

For our next idea for the Cardinal Greenway, we are proposing the idea of teaming up with Ball State University. We want to look into the idea of offering a Physical Wellness biking class with the University for students to partake in. At Ball State University, they already offer a variety of Physical Wellness classes that range from walking to lifting weights. However, the University does not offer a biking class. We are sure of the fact that many students would be very interested in this type of class. The class would meet at the Recreational Center at Ball State University, and head towards the Cardinal Greenway from there. The students will have to sign a waiver before taking the class because part of it will take place off of the campus. This waiver will clear the University of liability for injuries.

### **Benefits:**

This idea we are proposing will not only benefit the Cardinal Greenway, but also the students, and Ball State University as a whole. It will benefit the Cardinal Greenway by allowing students to visit the path, that may not have visited it before. Once the students realize how nice the path is, we are sure it will encourage them to visit it on their own time, thus creating more visitors to the Cardinal Greenway on a regular basis. The students will benefit because it will provide more options for Physical Wellness classes to take at Ball State University. It will also allow them to be exposed to new parts of the path they had not had the chance to visit before. The University will benefit because it may draw students to the University that are interested in biking in general. It is a unique class, so it may draw a higher number of students.

### **Costs:**

With this idea, there are a few costs that will need to be incurred. Those costs, obviously would be bikes and helmets. After doing some research we found the average bike cost is around \$250. The average helmet cost is around \$15. Assuming having a class of 30 students, total costs would come out to around \$7,950. While this is a large cost for the Cardinal Greenway, we believe that the University will help cover much of that cost because it is a class for the school.

## **Proposal Idea #3**

### **Summary:**

Our final proposal for the Cardinal Greenway is hosting 5k runs. These are structured events that can act as fundraisers, charity events, and could be used to draw attention to the Greenway. 5ks can draw large crowds to the Greenway and give the community a chance and excuse to use the path. This could also provide a great chance for the Greenway to partner with other businesses that surrounds it. These businesses could act as sponsors for the events and help cover costs of hosting. 5ks are open to people of all ages and with fitness and wellness on the rise across the nation this is a great niche to get involved in.

### **Benefits:**

There are many different types of 5k runs, and the Cardinal Greenways can stick its fingers in all of them. The Color Run, Krispy Kreme Challenge, a zombie run, memorial runs, mud runs, and more. Many of these runs involve food or obstacles. This would be a great way for local businesses to partner up with the Greenway to put on these events. Sponsors could provide items and coupons in the goodie bags, have stands set up to sell wares, and provide items for raffles. These businesses could include local restaurants/bars/bakeries or training gyms to help provide obstacles and challenges. This would add character and dimension to the Greenway in the public eye.

### **Costs:**

While this is a great opportunity for the Greenway everything comes with a price. There are a few different costs that go into hosting a 5k. T-shirts and goodie bags are generally a big price point, estimating around \$10 per shirt. Depending on who can be hired there may be timing fees which are usually charged at \$1 a runner. Registration fees can cover the main costs of the 5k and sponsors could help with the remaining costs. Because the Greenway would host the 5k there would not be a fee to use the path. However, we would have to consider a few logistics for each event, like where everyone would park the day of the event and also have to think about bathroom facilities for the participants and their supporters.

## **Conclusion**

Over all the vastness of the Greenway offers many options for events to happen. Some of the events are a great way to get both locals and businesses involved and also physically on the path as well. Initially there may be costs with any event but this is a way to build popularity and revenue for the Cardinal Greenway. The Greenway has a lot of opportunities that are not being taken advantage of. There are plenty of options and events that the Greenway could host or support that could get people and their money on the path.

# Proposal for: Cardinal Greenways' Chalk Walk

Proposal by: Maddy Newman, Luba McCutchan, Ivory West

### **Greenway summary**

Being a Rails-to-Trails project, Cardinal Greenways unites 62 miles of residential/commercial, school/college, rural/urban areas. We see a lot of potential not only for the health and fitness minded community, but also for the general public including musicians, art students, young families with children and college-age students.

In our understanding, Cardinal Greenways strives to utilize its assets and continue to provide a public service for the community and this is threatened by the responsibility of maintaining 62 miles of trail under independent ownership. Our understanding is that the 5Ks, walks, and biking events (typically connected to specific causes in the past) have been successful. This success seems to come from regular users of the Greenway utilizing the trail to exercise or walk pets. Current stakeholders are part of a fitness minded market; fitness is an established value of the Cardinal Greenways. Facebook is used by the organization, and a professional, up-to-date website is live, as well.

### **Summary**

Events cultivate the public perception of an organization. Event planners seek to instill a perception of value in a target audience. When an audience receives a message first hand, via advertising, or via word-of-mouth that an experience might be of value to them, they are likely to desire this experience and are willing to pay to experience it. Values that could be displayed and/or reinforced through alternative events and efforts (therefore increasing awareness, popularity and a public perception of value) are community togetherness, creativity/arts appreciation, and generosity.

Fort Wayne, Indiana hosts a very successful “Chalk Walk” event each year downtown. Everyone from professional artists down to small children chalking for the first time can participate. Squares of sidewalk are sold and judged near the end of the day. “We sell out every year,” someone said of the event, “we have amazing artists in the city, and a lot of people like to come out and just see the fabulous art that everybody creates” (see references for link to article). Other testimonials reflect that the main motivations

for attending the event are spending time with family/friends, uniting the community, expression through creativity, and overall--fun. These are all ideals Cardinal Greenways can support. We intend to model our main suggestion off of this highly profitable, well-attended event.

In our proposal, we will go over our plan to improve the popularity of the Cardinal Greenway in the Muncie and surrounding areas. We suggest that the Cardinal Greenway host a Chalk Walk event much like Fort Wayne's for the Muncie community. A Chalk Walk is a great opportunity to promote creativity and community involvement. We will focus on different aspects such as advertising, social media use, food, and community involvement. We will provide a cost analysis to better understand the budget, and where the money will be used. We will also provide a SWOT analysis which explains the strengths, weaknesses, opportunities, and threats. We will provide in-depth analyses of our suggestions. We hope that this will help Cardinal Greenway plan events in the future.

### **SWOT Analysis**

To begin our analysis of Cardinal Greenways, we performed a SWOT analysis. Below you will see the Strengths, Weaknesses, Opportunities, and Threats that we have identified. Later in our proposal, we will discuss how Cardinal Greenways can counteract some of the identified weaknesses and threats.

#### **Strengths**

- Already have an established relationship with the “fit” community (5k, biking events, walkers)
- Beautiful land/trail
- Several communities involved with the Greenways (cities along the trail)
- Trail usage has increased
- All 62 miles are fully open and usable (nothing under construction)
- Mayor is huge supporter of the trail

#### **Weaknesses**

- Lack of funding for events



- Lack of funding for maintaining the trail
- Small staff
- Some areas of the trail could become critical and cause the trail to have to be closed in about 5 to 10 years

### **Opportunities**

- The trail spans for 62 miles
- There are several businesses/cities along the trail
- A large university is located nearby to the “hub” of the Greenways
- There are several colleges along trail

### **Threats**

- Lack of relationship with Ball State University/Ball State Students
- Other events taking attendance away from Cardinal Greenways’ events
- Weather (off seasons because of rain, snow, and low temperatures)
- Trail goes along residential areas, threat of noise complaints

### **Suggestions**

Our vision for the Chalk Walk starts in the Muncie area. Because the Cardinal Greenway is so long, we suggest that the Chalk Walk be started in an area with a high population of young people. Since Muncie is the home of Ball State University, we recommend that the Chalk Walk be started near Ball State. If this event were to be successful, we suggest to expand to more counties and cities along the Greenway in the future. Attendees would come to the Greenway, pay for a segment of trail and chalk, and create their own design. Although, it isn’t necessary for all attendees to create an art piece because this will also be a free community event. Purchasing segments of trail can also happen ahead-of-time, if the organization so desires. Citizens can walk around, enjoy the art, purchase food, and get to know the Greenway. We believe this could be a very popular community event if it is well organized and well-

advertised. Our suggestions go in-depth on the preparation, entertainment, food, and advertising aspects of this event.

## **Preparation**

Clearly, the event cannot cover the entirety of the trail. A designated area will need to be declared as “part of” the chalking area, where there is a clear beginning and ending point.

Segments of the trail would have to be divided ahead of time on the day of the event. For example, the trail could be divided into 5-foot sections. Event organizers could divide the trail by measuring and chalking ahead of time to separate one guest’s space from the next guest’s space. This is an adaptation required from Fort Wayne’s chalk event where sidewalk squares are sold due to the nature of the asset we are working with. We suggest having paid-for segments offered to community locals and offering three different sizes for three different prices (5-feet, 10 feet, or 15 feet for varying prices). In addition to locals chalking and competing against one another, inviting a few professional/experienced chalk artists from the area can draw larger crowds, as well, if advertised properly. We have done research and found a few in the area (see references for links to articles). Professionals would be contacted ahead of time and given an invitation. It would be made clear that the entry fee to purchase a segment of trail would be waived for these professionals, and they would be given the largest available segment of trail for free. These professionals’ works would not be judged or included should there be any competitive element to the Chalk Walk.

## **Food**

An important part of any event is the food. We suggest making food a big part of this event in order to draw a larger crowd. Invite local restaurants to come and sell their food and get their name out. We suggest that booths be placed throughout the Chalk Walk. This encourages the audience to walk through the entire event. One suggestion to involve more of the Ball State community is to include the on-

campus restaurant Allegre. Another suggestion that would appeal to the “foodie” community would be to get food trucks involved. There are many food trucks that are loved by the community of Muncie (i.e. Slop on Top, MT’s Smokin’ BBQ). Including these would appeal to a totally new audience.

## **Entertainment**

Chalk Walk itself is already an entertaining event to attend. Attendees can go, walk, look at the art, or create art of their own. However, we have a few suggestions that would put this event over the top. To appeal to a more athletic audience, we suggest that the “Walk” part of Chalk Walk be emphasized. Instead of playing the radio over loud speakers, we suggest reaching out to local bands and having live entertainment for guests. There are plenty of local bands in Muncie, and getting them to participate would create a fun atmosphere for guests. The Chalk Walk is also a great way to get people involved in community art. We suggest having art events for all ages. For instance, providing children under the age of 12 with free basic sidewalk chalk and a free space to draw. Also, having a space specifically let local artists put their artwork on display. Also, make Chalk Walk a competition. Have judges that decide winners in different categories such as “Best Representation of Muncie”, “Best Use of a Sidewalk Blemish”, and “Crowd Favorite”.

## **Advertisement**

From the Cardinal Greenway presentation in class, our group understood that advertisement was the hardest thing to cover for Cardinal Greenway staff. The previous events at the Cardinal Greenway expressed in the presentation sounded like they would have been a hit if they were advertised better. The best way to advertise an event in 2017 is social media. It is especially important to advertise using social media if you want to appeal to an age group under 30. We suggest creating a Facebook page and Instagram. The Facebook page will reach more people, but the Instagram account will showcase the upcoming events and reach out to college students. One idea we had pertaining to social media is creating

a snapchat geofilter. This entails creating an image that has to do with the event and buying it from the social media app snapchat. Then anytime someone is in the predetermined area, they can open the app and edit their photo with this image in real-time. This will bring out a younger audience, and it is another great way to advertise to high school and college students. This younger audience might travel to the event just to use the Snapchat Geofilter and then end up staying to participate in the event itself. Another important aspect of advertising is making sure the event is being captured in photos. We suggest hiring a historian to document the events, or reaching out to the Ball State photography department. There are many students willing to volunteer for the community. Another suggestion is getting a segment on the local and campus news. Local News advertisements will reach older Muncie residents. And our last suggestion is to use Jim Davis' name. He is a famous cartoonist from Muncie and, from the research we've done, we believe he would be willing to attend this event, and even let his name be used in advertisement. Since he is an artist, and Chalk Walk is about supporting local art; we think he will be willing to participate. If so he could be invited to participate, having his own large segment of sidewalk, free of charge as a use of celebrity to attract attendees.

### **Practicality of Suggestions**

#### **Food**

Food is the ultimate crowd pleaser. The right food will bring in a variety of audiences. Our suggestion to encourage local restaurants to set up a booth at Chalk Walk will encourage Muncie locals to come and get all of their favorite foods in one place. Also, it shows that Cardinal Greenway supports local businesses. Our suggestion to reach out to Ball State's on-campus student run restaurant Allegre would be a great way to get Ball State students to attend and support their fellow classmates. Also, our food truck suggestion will reach out to "foodies", people with a particular interest in interesting food. These businesses will want to participate because it's great advertisement and revenue for their businesses.

#### **Entertainment**

With our entertainment suggestions, we believe audiences of all ages can be reached. Exercise enthusiasts will want to come out and walk the Greenway while watching artists create their piece. Providing live entertainment is an appeal to everyone. Asking local bands will be easy because they want to get their name out there. Also, it appeals to a totally different audience. Live music will pull a crowd no matter what the event is. It encourages local musicians and their following to attend. Also, it shows that Cardinal Greenway supports local bands. Our suggestion to let children under 12 create for free will definitely attract a family based audience. It shows that the event is kid friendly and something to bring the whole family to.

### **Advertisement**

Advertising is one of the most important parts of planning this event. It is crucial to get the event name into people's social media. The best thing about social media advertising is its totally free. Facebook will appeal to an older audience between the ages of 30 and 50. While Instagram appeals to a younger audience between the ages of 14 and 30. With these social media platforms, event coordinators can convey any message they want in order to bring in an audience. For instance, we suggest to display the local bands, food trucks, and art on Instagram to appeal to a young audience. And display the family fun aspect on Facebook to appeal to families with young children. Making sure the event gets news coverage might be a difficult task, but it is definitely doable. Event coordinators should start small and ask Ball State Daily news to cover, and work up to more well-known local news stations. Also, getting Jim Davis to attend will be a great crowd draw. The logistics of getting him might be a little difficult, but from our research we see that he is very often willing to attend art related events.

### **Cost Analysis**

The following is a breakdown of the costs associated with our proposal.

Category	Idea	Cost
Food	Booths	None *Split profits depending on contract

	Food Truck	None *Split profits depending on contract
	Permit	\$80 - \$150
Entertainment	Live Music	\$0 - \$500
	Chalk for Kids	\$25 - \$50
	Artists	\$0 - \$150 *Can utilize University/College students
	Judges	\$0 - \$150
Advertisement	Facebook Page	None *There is an option to promote on this platform. Promoting is based on number of “clicks”. You can set your own budget, starting at \$1, and the ad will be promoted until your budget is maxed out.
	Instagram	None *There is an option to promote on this platform. There is no minimum or maximum that you must spend. You can set your own budget and duration.
	Snapchat Geofilter	\$0 - \$30 *The “Community” filters are free, which we believe you qualify for. There are also “On-Demand” filters that can start at \$5.
	Photographer	\$0 - 75 *Can utilize University/College students
	Local News	\$15 - \$100
	Campus News	\$15 - \$100
	Royalty Fees – Use of Jim Davis’ name	\$0 - \$800
Sponsors	Dedicate an area of the trail/Partner with an organization	None Could split the profits depending on contract

## **Alternative Ideas on Events and Efforts**

### **Trunk-or-Treat / Fall Festival / Haunted Trail**

To engage families with young children, a Trunk-or-treat of sorts could be a very cost-effective, annual event that brings the community out to the trails. Revenue could be generated from local businesses who pay a reasonable fee to be present at the event and to pass out candy while simultaneously advertising for their business. A perception of value must be created for the businesses, as well, so affordable advertisement and an opportunity to mingle with the general public is incentive to participate. Local businesses would receive a letter from Cardinal Greenways at least a month or more in advance, informing them of the event, and asking if they would like to participate. A section of the letter could be returnable, indicating their interest, and securing their place on the trail with payment. You could also distribute these invitations via email or face-to-face. Location on the trail could be first come, first serve according to the region of trail with regulated times for businesses to load-in and set up. Identical (or nearly identical) events could take place simultaneously on segments of trail in Marion, Gas City, Muncie, and Richmond (or other towns/cities on the route should other towns/cities be determined by management to be more densely populated or frequented). Hosting multiple events at once tears down the idea that the trail is for one concentrated area along the trail and unifies all communities along it.

This event could quite naturally expand into a Family Fall Festival with musicians, food trucks (or simply hot chocolate/cider), and activities (i.e. pumpkin bowling, painting, photo booths). These, of course, require more funding on the front-end, but would result in a higher attendance rate. The benefits of turning the event into a festival is that an expectation of an admission cost comes into play, while a Trunk-or-Treat sounds like a free event to the general public. A “haunted trail” could also be very profitable and effective in attracting teenagers and young adults. This can be as simple or as elaborate as desired, depending upon the budget of the event. Access to fields/rural areas is ideal for “haunted” themed events, and wooded areas can work very well, also.

## **Rotating Art Gallery**

A low-cost, easy-to-implement suggestion would be to collaborate with schools and universities to turn the depo into a rotating art gallery. This has been implemented in small businesses around Indiana in order to display a sense of community and encourage creativity. The walls of the depo could house paintings and drawings from children and young adult students throughout the area. Elementary, junior high and high schools could participate, holding competitions in art classrooms with projects they would already create otherwise. The winners of these competitions would get their art hung in the Depo (with visible credit to them), and a chance to sell their artwork. Divide proceeds between the artist and the Depo for trail maintenance. This encourages students around the area to “do their best” and express themselves while displaying a sense of community. Naturally, having multiple students’ art displayed at any given time provides incentive for the families and friends of those artists to visit the depo and become familiar with it. At the university or college level, art students are skilled and produce high quality work. Most are looking to expand their portfolios and this gives students an option to have a few pieces sold before they graduate. This effort displays generosity as an organization, community togetherness, and an appreciation for the arts.

## **Presence at Community Markets**

To increase awareness about Cardinal Greenways, representatives of the organization should be present at local farmer’s markets (or farmer’s/artisan’s markets). This provides an opportunity for the public to associate a friendly face with the trails, and learn what all Cardinal Greenways truly has to offer. It will also associate the organization with the ideals and culture of farmer’s markets: health, “shopping local,” community togetherness, etc. This time can be utilized to answer common questions/debunk common myths about the organization, as well as network and meet the community face-to-face (i.e. go to the community rather than waiting for the community to come to you). The Minnetrista Farmer’s



Market (in Muncie) is held on Saturday mornings--Cardinal Greenway's presence at the market could encourage people to go ride the trails with the rest of the afternoon/come to an event set for that evening. Most small towns and cities along the trail hold one or more community markets per week. Small costs (\$10-30) are typically associated with being present at community markets.

### **Interns**

Indiana Wesleyan University (Marion), Ball State University (Muncie), Indiana University East (Richmond, IN), and Earlham College (Richmond, IN) are a few of the higher education facilities near the 62 mile trail. Most programs require students to complete an internship in their field of study before they graduate. Unpaid, part-time positions can be created to engage local students in a mutually beneficial relationship. We recommend having at least three interns. 1) A Social Media/PR intern to make accounts for Cardinal Greenways on social media platforms which they are currently absent from, post regularly, and engage the community. 2) An Event Coordination intern to help delegate tasks, dream up events, and help set-up/clean-up. 3) A Storytelling intern would capture events on camera (photo/video) and edit these things for publication. They would send "hype" videos to the Social media/PR intern before an event occurs to help advertise, and compile shots and clips to compose a post-event recap. This creates a sense of connection for those who attended (they can relive the event) thus increasing emotional attachment to the Greenways. In conjunction with that, videos or photos that portray an event as having been a lot of fun or one-of-a-kind make those who didn't go feel as if they've "missed out" and encourage them to attend the next event. In the captions of promotional visual material such as this, the intern could add links on "how to give" to the trail maintenance projects, or hashtags to raise awareness about certain events or ideas (i.e. #KeepTheTrail, #ChalkWalk, #TrailOrTreat).

Bringing three (or more) interns on-staff would be of no cost to the organization, and increase numbers on what is currently a "small staff." It also opens up a continuous flow of new ideas as these interns rotate out each semester.

### **Conclusion**

Proper execution and documentation (the process of capturing and post-event storytelling) of these events and efforts will contribute to an increasing of perceived value, and attract more visitors and long-term investors by giving Cardinal Greenways a name associated with promoting community togetherness, creativity, generosity *and* fitness.



### **References**

**On Fort Wayne's Chalk Walk event:**

<http://www.journalgazette.net/news/local/Visions-on-the-sidewalk-7677645>

**Indianapolis Chalk Artists:**

<http://www.indianapolismonthly.com/dining-blog/chalk-art/>

## Conclusion

There are many suggestions presented by students, some more practical than others. Many of them are ideas that can lead to pathways of funding in the short term while may would simply increase utilization with unknown or unlikely financial opportunities in the future.

**The major strategic considerations that seem to be most fruitful are:**

- **Engage local businesses for sponsorships:** What we see is some of the proposals is a stress on the importance of reaching out to sponsors to enable events to take place. Many local businesses are enthusiastic about this, although it will take some time and energy to cultivate this.
- **Gain more community involvement:** While community is involved currently now, it seems that greater community involvement would enhance events. For example, engaging Ball State University, Ivy Tech, as well as a number of smaller non-profits and businesses in the area may lead to cooperation and a broadening of awareness of the Cardinal Greenways. However, there are other groups that could also be engaged, such as the students from the Arc.
- **Engage Ball State University and their Students More:** While there is a long term division between the “town and the gown” in Muncie, something that Mayor Tyler speaks about. This organization has potential to bridge that division and use the energies of Ball State University and their students. The simple way to do this is to

use Ball State University as a resource for interns, free entertainment, and assistance in promoting events. There are many resources available and most will come at no cost to Cardinal Greenways. Ball State University has immersive classes that could look into marketing the Cardinal Greenways, bolster engagement of the media, and look into adding value to events and the organization in general in other ways.

- **Consider Two-Tier Events:** While Dennis Ashley spoke of having a mayor's bike ride followed by a ballroom event, the concept of a whole day event comprised of something using the trail and then an indoor follow-up seemed to resonate. Although only one student group used this as a template for the event that they planned, it seems like a fruitful type of event that can attract active participation followed up by a more button-down event in the evening, allowing participants to attend one or the other, or both, according to their willingness and ability. This seems like a fruitful conceptual approach to take.

## **Final thoughts**

There are many suggestions presented by students, some more practical than others. Looking at the intentions of events, their costs, and their desired impacts is critical. The Cardinal Greenways supplies a critical component to enhance the quality of life to the people who live along the corridor it serves as well as other populations. The major issue it faces as an organization is how to make the local community support it when the local community has access to the investments of the Cardinal Greenways at no cost to the users. Events are tools to help in this by raising public awareness of the community asset, creating emotional ties with the trails, and attracting the attention of sponsors who would make funds available to such a popular community asset. However, much more can be done and should be done, looking into developing long term strategic plans for the organization of which events are just one component.